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ABSTRACT

In response to various budgetary and educational considerations the Board of Deans of the University of Washington made a detailed analysis of the mix of tenure and non-tenure faculty in each department, school and college; projecting for the next decade, on the basis of various assumptions with respect to resignation, termination, retirements, and promotions, a "steady-state" faculty; replacements normally at the assistant professor level; and profiles based upon retirement at several earlier ages than the current mandatory age of 70. The following recommendations were offered: (1) Faculty replacements with relatively rare exceptions should be made at the assistant professor level. (2) Guidelines should be formulated for the determination of the proportion of total faculty budget positions assigned to the several academic units which could be committed for "permanent" faculty appointments. (3) The tenure review process should include consideration of the degree of structural flexibility in the academic unit. (4) Implications of the present tenure system for faculty staffing policies and institutional structural flexibility should be analyzed by appropriate faculty and administrative bodies. (5) A high priority should be assigned to obtain an improved retirement program. (6) Every means possible should be used to achieve a high level of awareness regarding the importance of achieving and maintaining an adequate degree of structural flexibility in the faculty resource base. (Author/MJM)

ED 083918

FACULTY CAREER PLANNING

Report from the

Board of Deans

University of Washington

January 1973

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UNIVERSITY OF WASHINGTON
OFFICE OF THE PRESIDENT

February 9, 1973

To Members of the Faculty

Dear Colleagues:

In Autumn, 1971, the Board of Deans undertook a study of our current tenure and retirement policies and procedures and the problems with respect to them that might arise or, in some cases, have already arisen during a period of stable enrollment and severely limited resources. The Board of Deans has now transmitted to me a report on "Faculty Career Planning" which presents the findings and recommendations resulting from that study. In turn, I am glad to transmit its report to members of the faculty.

The problems to which the Board of Deans calls our attention are not unique to the University of Washington. Indeed, responding to the need for a review of some of these same issues, the National Commission on Tenure, appointed by the American Association of University Professors and the Association of American Colleges, has recently completed a two-year study of tenure which will be published next month. Whatever the commission's findings may be for colleges and universities in general, we shall still have to address ourselves to the situation at the University of Washington. For that reason, I urge members of the faculty to give their careful attention to the enclosed report.

Based upon its analysis of the data and its study of some case histories presented by several colleges in the University, the Board of Deans has made a number of recommendations, certain of which will require further study and, in some cases, perhaps action on the departmental, college, or senate and University level. I hope that the report will stimulate further discussion and, wherever appropriate, further action.

Sincerely yours,

Charles E. Odegaard
President

CEO:ml

Enclosure

University of Washington Correspondence

INTERDEPARTMENTAL

OFFICE OF THE VICE PRESIDENT FOR
ACADEMIC AFFAIRS AND PROVOST

January 19, 1973

President Charles E. Odegaard
Executive Office
301 Administration Building

Dear President Odegaard:

Transmitted herewith is a report on "Faculty Career Planning" which presents the findings and recommendations of a study undertaken by the Board of Deans in Autumn 1971. During this period contacts have been made with a number of other institutions, a variety of articles and reports have been reviewed, projections of faculty age and rank profiles have been prepared for the several schools and colleges and for the University as a whole, and the major facets of faculty career planning have been discussed by the Board of Deans at various stages as the study progressed. The Board of Deans, by unanimous vote of those present at its meeting on January 8, 1973, has approved this report and requested that I transmit it to you for your review and consideration.

I particularly wish to invite your attention to Chapter I, Section A., "Some Basic Considerations" (pp. 1-2) and Section D., "Recommendations" (pp. 3-4). The change from a period of rapid growth to a period of stability poses serious problems in faculty career planning both for the individual faculty member and for the University. Policies and practices relating to faculty appointments, reappointments, granting of tenure, promotions and retirements have a major bearing upon the degree of structural flexibility available to the University to reallocate its faculty resources as enrollment patterns and goal priorities undergo significant change. Every effort should be exerted to develop guidelines for faculty career planning which will optimize the well-being of the individual faculty members in a manner consistent with the institutional well-being of the University and its several sub-units.

The Board of Deans is cognizant that much remains to be done in developing sound policies and guidelines for faculty career planning at the University of Washington. As noted in the "Recommendations," the very important and complex issues related to tenure and retirement should be analyzed further by appropriate faculty and administrative bodies as soon as possible. The Board has noted that although several policy matters must be resolved at the University level, there are a number of issues which may be addressed at the school and college level. Inasmuch as it is of considerable importance that a high level of awareness regarding faculty career planning be achieved as rapidly as possible, the Board of Deans has urged that consideration be given to early and very wide distribution of the report (or selected portions of the report). As a first step in the review

President Charles E. Odegaard January 19, 1973

of the report, copies should be sent to the Faculty Council on Faculty Affairs and the Ad Hoc Committee to Study Tenure. If you consider it advisable to make a wider distribution of the report, it may be desirable to reproduce it in an inexpensive format.

The Board of Deans would, of course, be pleased to meet with you to discuss the report and plans for further study and action on this very important matter of faculty career planning.

Sincerely yours,

Solomon Katz

Solomon Katz
Vice President for Academic
Affairs and Provost

SK:go
Enclosure
cc: Board of Deans

FACULTY CAREER PLANNING

I. PREAMBLE AND RECOMMENDATIONS

A. Some Basic Considerations

The change from a period of rapid growth to a period of stability may create serious problems in faculty career planning both for the individual faculty member and for colleges and universities. Administrators must be aware of the implications for faculty and for the institutional units for which they hold responsibility. Every effort should be exerted to develop guidelines for faculty career planning which will optimize the well-being of the individual faculty members in a manner consistent with the institutional well-being of the university and its several sub-units.

From the institutional point of view, the planning objective should be to maintain maximum structural flexibility to accommodate shifts of enrollments among disciplines. Although it is by no means possible to predict specific shifts with a high degree of precision, a review of past enrollment patterns suggests that shifts do occur on a more or less continuing basis. During a period of rapid growth, enrollment pressures in specific disciplines can be met by assignment of new faculty positions which have been "generated" by increased legislative support geared to enrollment projections. During a period of stable enrollment (and a relatively fixed budget) for the entire University, additional budget positions for a discipline experiencing enrollment pressures can be obtained, in general, only by reallocation from another discipline which is experiencing a declining enrollment pattern.

Structural flexibility also will be required to accommodate the need for reassignment of faculty positions to staff new programs. It no longer will be possible to staff new programs by allocation of new positions generated by legislative support for projected University growth. Old programs will need to be "pruned" to provide faculty positions for new programs which may be authorized. It is imperative that the "planning process" now being developed for the University provide for a determination of priorities and for a periodic assessment of all programs in the light of goal priorities and resource availability. The elimination of low priority programs would provide some of the structural flexibility needed for reassignment of faculty positions to both existing and new programs with a high priority status.

Policies and practices relating to faculty appointments, reappointments, granting of tenure, promotions and retirements have a major bearing upon the degree of flexibility available to a university to reallocate its faculty resources. For example, a university with a young faculty, a high proportion of whom have tenure, may be seriously impaired insofar as the reallocation of faculty resources is concerned until the passage of a considerable number of years brings a number of its young faculty

members to the age of retirement. A further serious problem would be the difficulty of maintaining a high level of intellectual vigor during an extended period when relatively few new appointments could be made.

Maximum structural flexibility can be achieved only through the concerted efforts of the administration and the faculty at the University, school/college, and department levels. Deans, department chairmen and faculties within their respective units can influence structural flexibility by planning decisions within the framework of existing tenure and retirement policies. For example, units could decide to limit "permanent" faculty appointments to a specified percentage (core) of their total faculty position budget; remaining positions could be filled with auxiliary faculty on temporary appointments. The number of auxiliary faculty positions assigned to units could be expanded and contracted to accommodate shifting enrollment and course registration patterns; periodically adjustments would be required in the maximum core faculty positions assigned to the respective units. Units also could influence the degree of structural flexibility by making replacement appointments (with rare exceptions) at the assistant professor level, and by including considerations of the degree of flexibility for resource allocation in their tenure decision process.

Tenure and retirement policies also have an impact upon the structural flexibility of the University's faculty resource base. Changes in these policies can be made only at the University level. A modification in the tenure policies which would permit term appointments beyond six years before requiring a tenure decision would relieve pressure to enlarge the "core" or permanent faculty in a unit by enabling units to retain highly valued assistnat professors on further term appointments. An improvement in retirement programs to provide for attractive retirement benefits at age 65, and also for earlier retirement, coupled with a program whereby the University could offer part-time employment to retirees as consultants, teachers, and researchers, would serve to increase structural flexibility while enhancing retirement prospects for older faculty.

B. A Matter of National Concern

Letters of inquiry regarding faculty career planning efforts and concern were sent to approximately twenty universities selected from among public, private, large and small institutions throughout the nation. It soon was determined that concerns regarding faculty career planning and flexibility for reallocation of resources are shared by most other universities. A list of universities contacted and selected excerpts from their responses appear in Appendix A.

C. Our Current Position with Respect to Structural Flexibility

To determine our current position with respect to structural flexibility, schools and colleges within the University were asked to determine faculty profiles of both age and ranks, and to make projections of these profiles at five-year intervals based upon selected assumptions; profiles for the entire University were prepared by the Academic Personnel Records unit of the Provost's Office. Of the profiles submitted, those based on retirement at age 67 have been included in Appendix B.

Deans of four schools and colleges have made analyses of faculty profiles with respect to structural flexibility in their respective schools and colleges. These analyses are presented in the next section of this Report. As would be expected, considerable variation exists among these schools and colleges - and also among departments within the schools and colleges. In each instance, however, the evidence presented suggests the importance of moving forward as rapidly as possible with efforts at all levels directed toward achievement of structural flexibility essential to accommodate the need to reallocate faculty resources as student enrollment and course registration patterns undergo significant shifts. This flexibility is essential if we are to preserve and enhance the quality of our academic programs during a period of stable total enrollment for the University. Success in this venture also would enable the University to provide salary structure for a faculty with a balanced distribution among academic ranks. An adequate "reward system" is critical to the maintenance of faculty morale.

D. Recommendations

The Board of Deans offers the following recommendations:

1. Faculty replacements with relatively rare exceptions should be considered at the assistant professor level. Units should maintain on a regular basis the age and rank profiles of faculty.

2. Guidelines should be formulated for the determination of the proportion of total faculty budget positions assigned to the several academic units which could be committed for "permanent" (core) faculty appointments. The ratio of core to auxiliary appointments of a temporary nature should be established to insure a reasonable degree of structural flexibility.

3. The tenure review process should include consideration of the degree of structural flexibility in the academic unit.

4. Implications of the present tenure system for faculty career planning and institutional structural flexibility should be analyzed by appropriate faculty and administrative bodies. Among the issues deserving of review are (1) the period of years subsequent to initial appointment before a mandatory tenure decision is required, (2) the virtually automatic granting of tenure with promotion to the rank of associate professor, and perhaps (3) the desirability of some form of post-tenure review process. The Board of Deans has noted that these and related issues have become a matter of national concern as reflected in various statements, articles and reports, including the American Council on Education Special Report entitled "Faculty Tenure and Contract Systems: Current Practice" by W. Todd Furniss issued on July 27, 1972.

5. A high priority should be assigned to obtain an improved retirement program. The Board of Deans unanimously endorses the recommendations of the ad hoc Committee on Retirement which were approved by the Senate on March 2, 1972, the majority of which subsequently were approved by the University of Washington Regents on September 15. The Board of Deans recommends that appropriate faculty and administrative bodies explore the merits of providing attractive options for early retirement, including opportunities for temporary employment of retirees as consultants, teachers, and researchers. Also recommended for further study is the desirability of reducing the mandatory retirement age from 70 to 65, with the option for the University to extend appointments on an annual basis until age 70; any such change should include a five-year "phasing-in" period and the level of benefits (or compensation package) at age 65 should be at least equivalent to approximately the present level of benefits for retirees at age 70.

6. Every means possible should be used to achieve a high level of awareness regarding the importance of achieving and maintaining an adequate degree of structural flexibility in our faculty resource base to enhance the quality of academic programs during a period of stable University enrollment.

II. ANALYSES OF FACULTY AGE AND RANK PROFILES

A. School and Graduate School of Business Administration

Appendix B, Exhibit 3, Part 1, Profile of Faculty Ranks, and Part 2, Profile of Faculty Age Distributions, clearly indicate problems related to faculty manpower management which have emerged as a consequence of the decision to change the University enrollment policy from one of rapid growth to one of virtually no growth. During the period of marked growth since World War II, a more or less regular flow of new positions at the assistant professor level were made available to accommodate enlarged faculty requirements to serve the increasing enrollments. Faculty who were recruited were given assurances that opportunities would be available to qualify for tenure and for promotion - that the University had no "fixed table of faculty staffing" which placed limitations on the number of faculty holding tenure or holding specific ranks (e.g., associate professor, professor). A perusal of Appendix B, Exhibit 3, Part 1, will reveal that a continuation of these policies would result in a faculty rank profile by 1976-77 with 63 percent of the faculty at the professor rank and 31 percent at the associate professor rank; 94 percent of the faculty would hold tenure! This projected dramatic loss in flexibility with respect to reallocation of faculty resources in a short space of five years serves to highlight the urgency of appraising faculty career development practices. This problem is compounded by the fact that a large proportion of our faculty is relatively young, with very few retirements in prospect for several years. As noted in Appendix B, Exhibit 3, Part 2, 25 percent of our faculty currently is in the age bracket of 40-44, and an additional one-third is in the 39 years and under age bracket.

Under a program of "steady-state" staffing, it appears probable that there will be relatively few faculty additions over a considerable period of years. The addition of new faculty has been an important means of infusing intellectual vigor in the past. The increasing proportion of faculty at the higher ranks (e.g., 79 percent full professors by 1981-82) has some obvious budgetary implications; for example, a more "balanced" distribution among ranks could make it possible to achieve a substantial reduction in the total salary budget required for the same number of faculty as illustrated in the following tabulations for a hypothetical department:

Table 1

Average Salaries and Total Salary Costs - High Rank Distribution

Rank	No. of Faculty	Average Salary	Total Cost
Professor	15	$17,500	$262,500
Associate Professor	3	14,500	43,500
Assistant Professor	2	13,000	26,000
	20		$332,000

Table 2

Average Salaries and Total Salary Costs - Balanced Rank Distribution

Rank	No. of Faculty	Average Salary	Total Cost
Professor	7	$17,500	$122,500
Associate Professor	7	14,500	101,500
Assistant Professor	6	13,000	78,000
	20		$302,000

Alternatively, a more balanced rank distribution would make it possible to raise the salary level for all ranks (or selected ranks) within the same total salary budget. For example, in the illustration in Table 2, an increase in the average salary level of professors to $21,786 (over 12 percent) could be accommodated by a total salary budget of $332,002. Another alternative would be to utilize all or a portion of the "saving" in salary budget for a supplemental compensation program for early retirees. If the balanced rank distribution in Table 2 consisted of faculty whose ages also formed a balanced distribution, basic conditions requisite for maintaining intellectual vigor through fairly regular new faculty appointments and of maintaining optimum salary levels by ranks would be present. Still another alternative would be to improve the faculty-student ratio by reallocating funds in vacated budget positions for professors to a larger number of budgeted positions at the assistant professor level.

Although basic policy guidelines on a University-wide level are needed, prudence dictates that individual schools, colleges, and departments give immediate consideration to the implications of "steady-state" staffing. To delay action by schools, colleges, and departments pending establishment of University-wide policy guidelines may serve only to compound the problem. Accordingly, Exhibit 3, Part 1(a) and Part 2(a) (see Appendix B)

were discussed with the Administrative Committee of the School and Graduate School of Business Administration during autumn 1971 and on subsequent occasions during the 1971-72 academic year. As a result of these deliberations a general consensus has been reached on each of the following guidelines:

1. Faculty replacements, with rare exceptions, will be made at the assistant professor level.

2. The tenure review process will be more stringent, and will include consideration of the degree of flexibility for resource reallocation within the respective departments.

3. All faculty budget positions, when vacated, will revert to the Dean's Office for reassignment (including the possibility of reassignment to the department of origin) on the basis of relative need requirements.

As would be expected, rank and age distributions do vary among the several departments. For illustrative purposes these distributions for the Department of Accounting and the Department of Management and Organization are presented in Appendix B, Exhibit 3, Parts 1 and 2, (a) (i) and (ii). The Department of Management and Organization has an older age distribution and also a higher concentration of faculty at the rank of professor; neither department will have many retirements during the next five years. The Department of Management and Organization has 26 positions, all of which are committed to tenured faculty or to assistant professors who have aspirations for tenure; positions are available for temporary appointments (e.g., visiting professors, post-doctoral appointments, lecturers) only to the extent that faculty may be granted leave. This lack of flexibility for resource reallocation is a result of the budget reductions in 1971 coupled with the change to a policy of stable enrollment.

Among the several possibilities which should be considered in the formulation of University-wide guidelines for faculty career development are the following:

1. A modified tenure system which would permit term appointments beyond six years before requiring a tenure decision.

2. A policy of hiring faculty replacements, with rare exceptions, at the assistant professor level. The more balanced distribution among ranks which would result would facilitate faculty career development, would provide for stimulation of intellectual vigor through regular infusion of new appointments, and would permit higher salary levels in all ranks.

3. An improved retirement program, including a reduction of the mandatory retirement age from 70 to 65 with further attractive provisions for optional early retirement (e.g., after 25 years of service, at age 62, etc.). Opportunities, at the option of the University, also could be provided for the employment of retirees as part-time consultants, teachers, and researchers.

The above suggested possibilities represent rather dramatic changes from current policies and practices. Although all of them have an important bearing upon faculty career development planning, each could be considered independently and, if endorsed, should be implemented promptly and should not be deferred pending further consideration and review of other related possibilities. It must, of course, be recognized that in many instances individual units may not be able to attain a desired faculty staffing pattern for several years. Nevertheless, it is esstential that some basic decisions be made soon; further delay can only result in a compounding of our current problems. The efforts of individual schools, colleges and departments to formulate sound faculty career development programs will be seriously handicapped until the University has modified current appointment, tenure and retirement policies and practices.

II. ANALYSES OF FACULTY AGE AND RANK PROFILES (continued)

B. College of Engineering

The College of Engineering is among the several very highly tenured colleges and schools of the University. In fact, it is overtenured to the point that it has substantially lost the structural flexibility needed for effective and responsive operation. Moreover, it is on the point of losing the ability to provide suitable opportunities for the professional development and advancement of both the tenured and non-tenured individuals who are currently members of its faculty.

In 1971-72, over 87 percent of the Engineering faculty of 178 were tenured with 44.4 percent of the total group being full professors, 38.8 percent associate professors, and 3.9 percent tenured assistant professors. (See Appendix B, Exhibit 6 for Engineering charts.) Moreover, over 65 percent of the faculty were 40 years old or over. If present policies on tenure and promotion decisions are maintained, if the present average retirement age of 67 years and the attrition rate due to deaths, resignations, and terminations are continued, and if the size of the total faculty remains constant, in 1976-77 about 96 percent of the faculty would be tenured! At that time, 56 percent of the faculty would be full professors, 36 percent would be associate professors, and 82 percent would be 40 years old or over. By 1981-82, the situation would have improved slightly, with only 91 percent tenured, but with 63 percent full professors, 24 percent associate professors, and 87 percent 40 years old or over.

If, however, the average retirement age were reduced to 62 years and even though the faculty size remained constant and the present attrition rate due to deaths, resignations, and terminations continued, in 1976-77 the percent of the faculty tenured would have increased only to 90 percent (instead of the 96 percent associated with a 67 year retirement average) compared to the present 87 percent, with almost 50 percent full professors, 36 percent associate professors, and 76 percent 40 years old or older. With this lower retirement age, in 1981-82 the situation would return essentially to the present tenure level with less than 82 percent tenured, although 51 percent would be full professors, 27 percent associate professors and 75 percent would be 40 years old or over.

Further reduction of the average retirement age to 57 years would result in only 75 percent of the faculty being tenured in 1976-77 and about 74 percent in this tenured group in 1981-82. It is also interesting to note for Engineering that such a retirement policy would result in only 40 percent of the group being 40 years old or over in 1986-87, even though the percent tenured would have increased again to about 79 percent.

These considerations make it clear that some improvement in structural flexibility can be obtained quite readily by doing nothing more than making earlier retirement attractive to senior faculty members. However, the improvement obtained is limited if only retirement age is lowered and no changes are introduced in appointment, tenure, and promotion policies. Lowering the retirement age can reduce the tenured percentage only to a certain degree; primarily, lowering the retirement age simply lowers the average age of the faculty.

Given plateaued enrollments and essentially a constant faculty size, we cannot reduce the tenured percentage beyond a certain level by simply reducing the average retirement age. In addition we must alter our policies for awarding tenure. It appears that we must be more selective and engage a smaller fraction of our faculty in long-term tenured service. Such a change in policy would automatically imply that a larger fraction of the faculty would need to be nontenured and the average period of service for this nontenured group would also need to be longer.

It appears that we should study in some detail several alternate systems for changing our tenure and promotion policies that would accomplish a reduction in the size of the tenured faculty and a corresponding increase in the size of the nontenured group. One alternative which appears worthy of detailed study would be a system in which:

1. Tenure would not be awarded until promotion to a full professorship or the completion of twelve years of faculty service, but in no case later than age 40 (except of course in the case of new appointees);

2. Junior faculty would be appointed to the faculty at the ranks of instructor, lecturer, or assistant professor for several short terms, the total of which would constitute a probationary period of not more than six years; and

3. For promotees to the rank of associate professor or for other appointees who have qualified for reappointment at the end of the six-year probationary period, such continuing appointments would be for five-year terms (except that the appointee must not be more than age 40 at the end of such a term).

Other alternative systems having characteristics competitive with that suggested should, of course, be explored fully. Such a promotion and tenure system when combined with a lowered retirement age should provide the structural flexibility sought for more effective and responsive operation of our educational programs. At the same time, such changes should enable the University to provide an improved reward system and

better opportunities for professional growth for both nontenured and tenured members of the faculty.

The resources for providing improved salaries and better career opportunities could be obtained by utilizing cost savings that are achieved from the lowering of the average age of the total faculty (both tenured and nontenured groups) and from the reduction in both the size and age of the tenured faculty.

II. ANALYSES OF FACULTY AGE AND RANK PROFILES (continued)

C. College of Arts and Sciences

The College of Arts and Sciences has conducted a study of the composition of its faculty and has made some projections for the decade of the 1970's based on experience over the past five years. Hiring policy, rate of tenure and promotion decisions, attrition through terminations, resignations, retirement, and death have been taken into consideration. The study indicates that the College of Arts and Sciences on the whole will have a substantial amount of flexibility with regard to faculty staffing. The situation within the College varies substantially from department to department. Some units like Music, Art, History, Asian Languages and Literature, Atmospheric Sciences, Genetics, Physics, and Zoology face the prospect of having an almost completely tenured faculty and therefore little or no staffing flexibility. Their situation is comparable to that of some of the University's professional schools.

Several factors within the College and University make clear the need for structural flexibility with regard to faculty staffing over the next decade and longer. First and foremost is the need to maintain high quality educational programs, especially at the graduate level. Another is the ever-changing flow of students from field to field at both the undergraduate and graduate levels. Another is the development of new interdisciplinary study programs at both levels within the College and among colleges, e.g., ethnic studies, comparative religious studies, foreign area studies, environmental studies, marine studies, etc.

There are several ways that the College can achieve greater flexibility. One is for the college to reclaim all faculty vacancies and to reallocate them according to a continuing evaluation of priorities. This is the present policy of the College. Another is to continue the policy of filling faculty vacancies generally at the Assistant Professor level, this to be a guideline and not a fixed rule. Third, the College can make more short-term appointments with no expectation of tenure. This would help take care of short-term adjustments when there is substantial student movement from one field to another. This can be done administratively with the cooperation of departments and schools within the College. Another change designed to increase flexibility would be to improve the retirement system, thereby encouraging earlier retirement and other career options that might combine retirement with part-time teaching. But perhaps most important, there is need for the College to determine more clearly its educational priorities and to evaluate some of its existing programs in terms of local and national need and by some measure of production.

It is also possible that the College of Arts and Sciences might need to consider modification of the tenure system or replacement of the tenure system by a continuing term appointment system. This kind of change might be necessary in order to maintain the quality of educational programs, especially at the graduate level.

Faculty Characteristics in the 1970's
A report prepared by William L. Phillips, Associate Dean, Arts and Sciences

During the decade of the 1960's the College, like the University, went through a period of rapid growth; the student body doubled and the faculty increased by three fourths. Quite suddenly, at least in comparison to the steady growth over two decades, the overall growth of the College was brought to a halt in 1969 and 1970, with the prospect of a stable enrollment and a stable faculty count for the decade of the 1970's. The initial shock of the budget reduction was sustained in the spring of last year with relatively small effect upon the faculty which we think of as permanent, tenured or not. Some plans for replacements had to be abandoned or postponed, and the appointments of some auxiliary teaching personnel were terminated, but the budget cut in the College was partially absorbed by postponing equipment purchases and trimming operating costs all along the line. The effect upon morale was immediate, however. The effective salary reduction for all members of the faculty in the face of increased inflation was the major source of discontent. but especially among some groups of the faculty the budget cut and the prospect of a steady state College were seen as threats to the security of their careers at the University. This past year, as you all have observed, has been a year in which collective bargaining has been seriously discussed; in which our tenure and appointment procedures have been studied by councils, committees, deans, and chairmen; in which early retirement, more stringent promotion and reappointment standards, and the balance of tenured and non-tenured faculty in each department have been discussed, often in direct reference to individual career security.

To assist the Dean and the faculty in planning for faculty appointments in the 1970's, during the past few months Mr. James Flint, a doctoral student in higher education, and I have been building models of faculty composition over the next decade. It appears that no such models exist for a College of our sort, and thus we were forced to think through the variables which had to be taken into account in developing an appointment and retention policy, assuming a constant size for the faculty over the next decade. The obvious ones are promotion, retirements, deaths, and resignations and terminations (we decided to lump the latter two together since we could not always distinguish them accurately); all except death are theoretically controllable. We studied the composition of the College faculty in 1966-67 and the changes which occurred in their ranks during the following five years. Chart I is a table which simplifies a large number of changes in status during that time. You will notice that 339 faculty or 42.6% remained in the same rank in 1971-72 that they held in 1966-67; 214 or 26.9% were promoted in rank; and 243 or 29.5% left the College: 168 or 21.1% through resignations or terminations and 75 or 8.4% through retirement or death. For the 1966-67 period, faculty who left the college in mid-career were two and a half times as numerous as those who left at retirement or death.

In the meantime, as you see in Chart 2, the College faculty grew from 796 in 1966 to 946 in 1971, a growth of 150 or about 12%, and these <u>additional</u> faculty were recruited along with replacements for the 243 who left the College during those 5 years. 393 new faculty came to the College in that 5-year period, almost exactly half the <u>total</u> faculty in 1966. If the College suffers from a lack of the spirit of what Dean Beckmann calls collegiality, and if some of the faculty

seem unaware of local customs and practices, one may look for reasons in this remarkable change over five years. But as we try to construct a model for faculty development over the next decade we may also look to see how this growt was distributed over the several faculty ranks. Chart 2 summarizes the faculty profile in 1966-67, the distribution among the ranks of those who stayed from 1966 to 1971 and of those who joined us during that time, and the faculty profile in 1971-72. You will notice by comparing the column on the left with the one on the right that in five years the proportions of professors and associate professors rose a couple of percentage points, the proportion of assistant professors remained steady, and the proportion of lecturers and instructors dropped a few percentage points, probably as the result of the decline in popularity of the instructor title for beginning faculty. Setting aside for the moment the question of what is the best faculty mix, let us see what projections for the next decade can be made from these data.

Let us assume that the total faculty within the College will remain constant for the next ten years; let us further assume for the moment that the faculty in the five-year periods from 1971 to 1975 and 1976 to 1980 will act in ways comparable to those in the past five years -- that is, that they will die, retire, resign, and be terminated in the same proportions as they did in the past five years. What differences would there be in the composition of the faculty under different options for replacement? Chart 3 depicts faculty composition under three options: (A) all replacements appointed at the assistant professor level, (B) replacements appointed in the same proportions among ranks that new faculty were appointed between 1966 and 1971, and (C) all replacements appointed at the rank of the faculty replaced. There is nothing magic about these three options, except that they are easy to comprehend.

Option A would represent a radical decision on the part of faculty and administration not to appoint any replacements at the rank of associate professor or professor; that is, no matter where the vacancy, the replacement is at the assistant professor level. Option B represents following the pattern of the past five years, permitting some replacements at the two upper ranks, and increasing the assistant professor group at the expense of the instructor and lecturer group. Option C would represent another radical decision: to replace all faculty at the rank which they held on leaving.

Option A would result in a slight decrease at the professorial level over the next ten years, a decrease in the associate professor level, and an increase in the assistant professor level. It would be the least costly in salary funds: assuming a 20% increase in the average salary for each rank over the next five years it would require less than one million a year increase to fund. It would, however, bring about 500 new assistant professors into the faculty over the next ten years, with important implications for the level of experience in the faculty as a whole. Assuming the replacements in the 30-34 year age group, it would also lower the proportion of faculty forty years old or more from 57.3% in 1971-72 to 49.4% in 1981-82, in spite of the fact that all who remained on the faculty will be ten years older. Option A then is least expensive, but would result in a faculty shifted toward the young and inexperienced. It would also be a policy which if uniformly applied throughout the College would tend to keep presently young departments young, while slowly reducing the age of others. In 1971-72, the F.T.E. instructional

staff of the entire College was divided into 44% tenured faculty, 26% untenured faculty, and 30% in auxiliary personnel (associates, part-time, and graduate student appointments). But individual departments varied very widely from 15% to 80% tenured faculty in the total F.T.E. count. If maintaining some balance among tenured and non-tenured faculty is healthy for any department, Option A could not be applied uniformly among the departments of the College.

Option C is at opposite extreme in that it expects replacements at the level of experience which is lost, while those who stay grow older together. It would be the most costly of the options in salary costs, requiring a salary level which is a million dollars in 1976-77 and two and a half million in 1981-82 above that required for Option A, although each estimate is based upon a 20% increase in average salary levels at each rank. Furthermore, it would widen the gap between what might be expected from legislative appropriations and what would be required to maintain increasing salaries at each rank. A 20% increase over the present College salary budget from 1971-72 would require about $16,500,000 in 1976-77; a 20% increase in the average salary at each rank would require about $17,700,000 in 1976-77 if the faculty were to continue to grow at the top as in Option C. It would also provide sharply reduced possibilities to introduce young people to the faculty and would result in a faculty in 1981 more than three-fourths of whom would be 40 or over.

Option B represents one kind of compromise between the two extremes, the consequence of appointing faculty in the next ten years in the same proportions by rank as they were appointed in the five years just past. During the past five years 13% of the faculty were recruited at the level of professor, 21% at the associate professor rank, 56% at the assistant professor rank, and 11% at the rank of lecturer or instructor (chart 2). Continuing this same rate, which was not a part of a conscious strategy but rather the consequence of a series of individual decisions, would increase the professorial rank substantially over the next ten years, hold the associate professor rank steady, but reduce the assistant professor rank substantially. It would be costly in salary requirements and would result in a faculty aging more rapidly than might be beneficial, but it would provide some opportunity for senior appointments where the circumstances of particular programs demanded it.

The discussion of these options has been predicated on the assumptions that the rates of retirements, resignations, terminations, and deaths by rank during the next decade will approximate those of the past five years. What conscious efforts could or should be made to change those rates? Only the death rate is completely out of the hands of faculty or administration. The retirement rate could conceivably be modified during the next decade as a result of faculty or regential action to lower the compulsory retirement age; more attractive retirement plans being developed by TIAA-CREF, the state, or the federal government; or the composite of individual decisions to retire. Even though the compulsory retirement age has been set at 70, the mean retirement age of the 65 faculty who retired in the past five years was 67.6 years, and the mean retirement age of the 28 faculty who retired in the past two years was 67.0. Only 8.3% of the faculty retired over the past five years, however, and there is no reason to suppose that this proportion will increase strikingly even if the mean retirement age shifts downward a couple of years.

How should one try to forecast the number of resignations to be expected during the next five years? The College lost 48 professors and associate professors by resignation over the past five years, or an average of about ten a year. Although during the past few months we have lost some distinguished colleagues, the rate of resignation at the upper ranks has not increased substantially above that. Faculty dissatisfaction with salary and other conditions at the University of Washington has come at a time of sharply reduced mobility for faculty everywhere, and much as we must regret the loss by resignation of some very valuable colleagues, it is unlikely that the proportion of the total faculty who resign will increase significantly during the next decade, barring a near collapse of the University's support level.

How should one forecast the number of junior faculty whose appointments will be terminated during the next five years? Over the five years from 1966 to 1971 120 faculty among the junior ranks in the College (including lecturers) resigned or were terminated, or an average of about twenty-five a year. Eighty of these were assistant professors, representing 32.5% of the assistant professors who were on the faculty in 1966-67. If the 284 assistant professors of 1971-72 resign or are terminated at the same rate, we could expect about 90 assistant professors to resign or be terminated over the next five years, at an average rate of 18 a year. To set this number into focus, one might examine some trends for this year. Nine assistant professors have so far resigned this year on their own volition three others have resigned although their terminal year would have been next year; seven others are finishing their terminal year. The total of nineteen thus far this year is quite close to the projected number. Next year's losses may be somewhate higher: of the 31 assistant professors for whom a tenure decision was required this year, 14 were approved for tenure, 14 were denied tenure, and 3 were postponed for a decision next year. I do not believe that the standards for tenure were applied this past year any more rigorously in previous years, but if the number of tenure denials should increase or decrease substantially the consequences of that increase or decrease must be faced by the faculty.

The foregoing account has perhaps seemed to reduce some very personal and individual matters to common numbers. The loss of a highly regarded colleague obviously diminishes us more than one-tenth of a percentage point could reveal. But numbers have a way of relentlessly laying out the consequences of several courses of action, and the options depicted here represent three of the many plans which might be followed. In authorizing faculty replacements for next year, we have followed a course of action somewhere between options A and B. We hope to refine the model to reflect changing conditions as they can be identified. Changes can be made in retirement policy, in promotion and tenure policies, in the ratio of auxiliary teaching personnel to faculty, and in the policy for replacing faculty who leave the College for whatever reasons. Discussion of the consequences of these changes should go on over the next year, since it is only through a general understanding of the basis for our general appointment policies for the 1970's that we can hope to set each individual decision in context.

Chart 1

		Faculty 1966-67	1966-67 Faculty in same rank 1971-72	1966-67 Faculty promoted by 1971-72	1966-67 Faculty leaving by 1971-72		
					Resignations and Terminations	Retirements	Death
Profs.	N	257	196	0	16	37	8
	%		76.3%	0%	6.2%	14.4%	3.1%
Assoc. Profs.	N	212	69	85	32	25	1
	%		32.5%	40.1%	15.1%	11.8%	.5%
Asst. Profs.	N	246	52	113	80	1	0
	%		21.1%	46.0%	32.5%	.4%	0%
Instructors and Lecturers	N	81	22	13 Asst. 3 Assoc.	40	3	0
	%		27.2%	16% Asst. 3.7% Assoc.	49.4%	3.7%	0%
Total	N	796	339	214	168	66	9
	%		42.6%	26.9%	21.1%	8.3%	.1%

Chart 2

		Faculty 1966-67	1966-67 Faculty in same rank or promoted by 1971	Replacements and Additions 1966 to 1971	Faculty 1971-72
Profs.	N	257	281	51	332
	%	32.3%	50.8%	13.0%	35.1%
Assoc. Profs.	N	212	185	81	266
	%	26.6%	33.5%	20.6%	28.1%
Asst. Profs.	N	246	65	219	284
	%	30.9%	11.8%	55.7%	30.0%
Inst. and Lect.	N	81	22	42	64
	%	10.2%	4.0%	10.7%	6.8%
Total	N	796	553	393	946

Chart 3

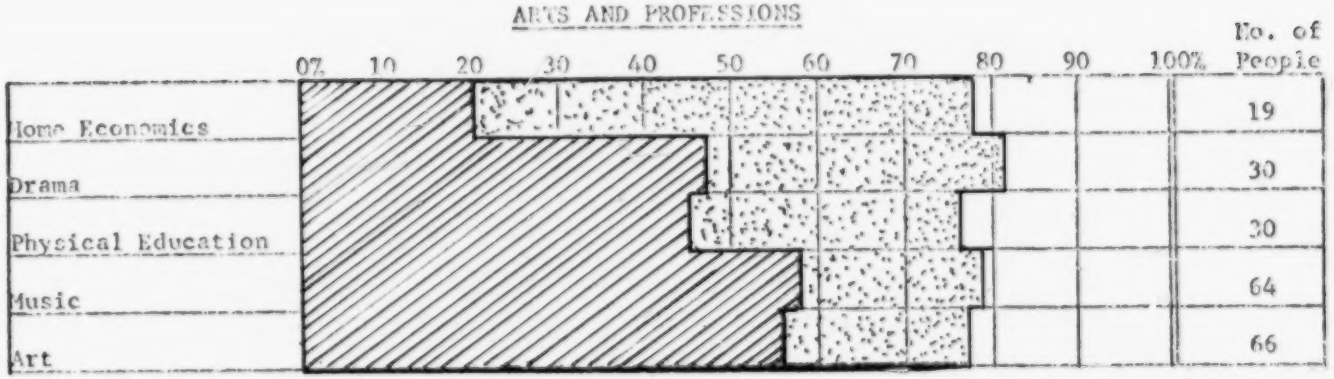
PROJECTION OF FACULTY COMPOSITION BY RANKS

	1966-67	1971-72		1976-77	1981-82
Professors	32.3%	35.1%	A	38.2%	38.5%
			B	42.0%	47.5%
			C	46.4%	58.8%
Assoc. Professors	26.6%	28.1%	A	23.2%	23.1%
			B	29.3%	26.5%
			C	30.9%	26.6%
Asst. Professors	30.9%	30.0%	A	33.1%	34.0%
			B	23.7%	21.6%
			C	17.2%	10.2%
Lecturers and Instructors	10.2%	6.8%	A	5.5%	4.4%
			B	5.0%	4.4%
			C	5.5%	4.4%
Salary Costs	--	$13,765,400	A	$16,698,400	$20,078,400
			B	$17,223,900	$21,224,600
			C	$17,688,900	$22,534,500
Proportion of faculty under 40 years of age	40.9%	42.7%	A	45.7%	50.5%
			B	36.3%	30.2%
			C	30.5%	18.1%
Proportion of faculty 40 years and older	59.1%	57.3%	A	54.3%	49.4%
			B	63.7%	69.8%
			C	69.5%	81.9%

Explanation: The proportions of faculty in each rank in 1966-67 and 1971-72 show the actual composition of the faculty in those academic years. The projections for 1976-77 and 1981-82 are based upon the following assumptions: (1) that the total number of faculty will remain constant, and (2) that the rates of resignations, terminations, retirements, and promotions which occurred at each rank in the five-year interval from 1966 to 1971 will remain constant. Option A assumes that all faculty at any level (except lecturers) who retire, resign, die, or are terminated will be replaced at the assistant professor level and in the 30-34 age group. Option B assumes that all replacements will be made in the same proportions among the ranks and among age groups that new faculty were appointed between 1966 and 1971. Option C assumes that all replacements will be made at the rank and age group of the faculty member replaced. Salary cost for 1971-72 is the actual amount. Projections for 1976-77 and 1981-82 assume a 20% increase in the average salary for each rank over each of the five-year periods.

Chart 4

PROPORTION OF F.T.E. INSTRUCTIONAL STAFF IN TENURED FACULTY,
NON-TENURED FACULTY, AND AUXILIARY STAFF
COLLEGE OF ARTS AND SCIENCES, 1971-72



Tenured Faculty

Non-Tenured Faculty

Auxiliary Staff

Chart 5

PROPORTION OF F.T.E. INSTRUCTIONAL STAFF IN TENURED FACULTY, NON-TENURED FACULTY, AND AUXILIARY STAFF COLLEGE OF ARTS AND SCIENCES, 1971-72

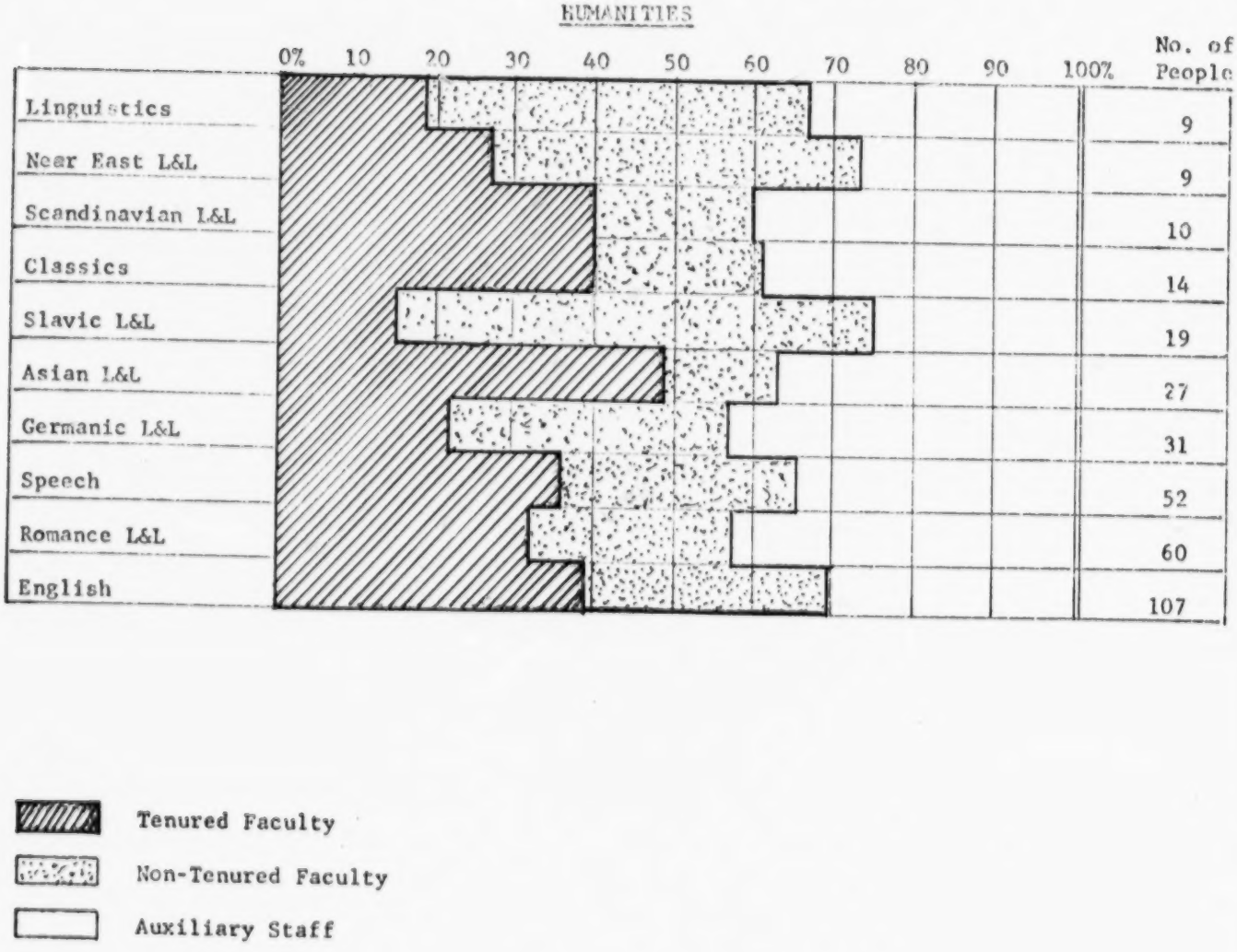


Chart 6

PROPORTION OF F.T.E. INSTRUCTIONAL STAFF IN TENURED FACULTY,
NON-TENURED FACULTY, AND AUXILIARY STAFF
COLLEGE OF ARTS AND SCIENCES, 1971-72

SOCIAL SCIENCES

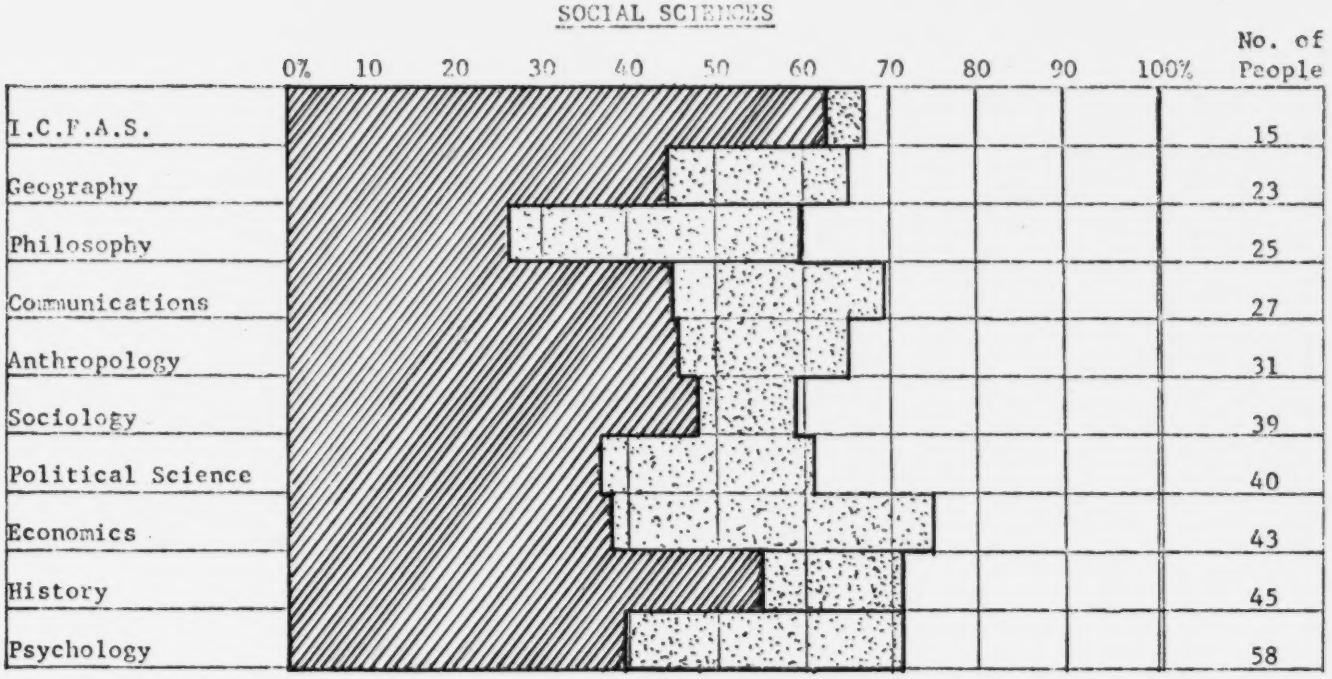
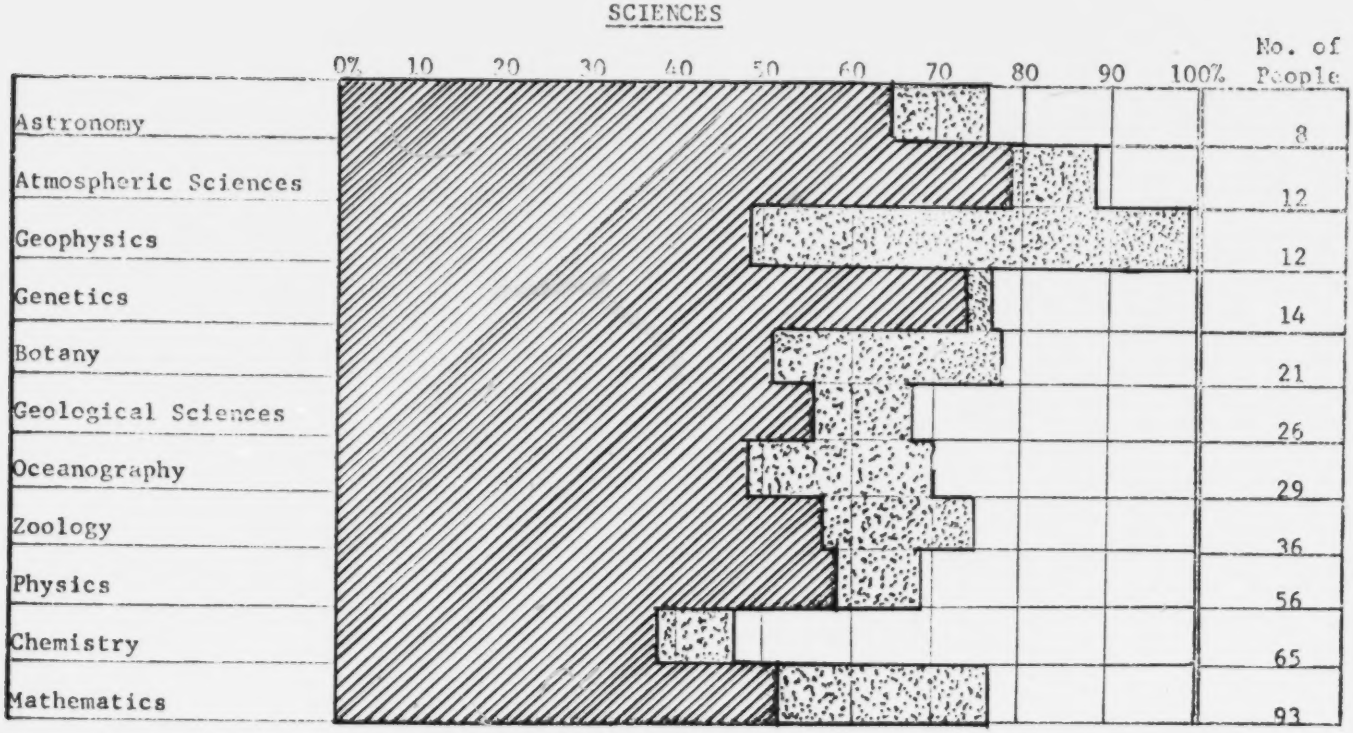


Chart 7

PROPORTION OF F.T.E. INSTRUCTIONAL STAFF IN TENURED FACULTY,
NON-TENURED FACULTY, AND AUXILIARY STAFF
COLLEGE OF ARTS AND SCIENCES, 1971-72



Tenured Faculty
Non-Tenured Faculty
Auxiliary Staff

II. ANALYSES OF FACULTY AGE AND RANK PROFILES (continued)

D. School of Nursing

From the available school faculty profiles, it appears that the School of Nursing has probably the greatest structural flexibility among the schools and colleges on this campus for faculty career and academic program planning, now and in the immediate future. There are opportunities to respond to future program plans and to award tenure to qualified faculty.

Current Status

With the forthcoming academic year of 1972-73, 32 percent of the state-funded faculty will be tenured. In 1971-72, 28 percent of the Nursing faculty of 100 were tenured (with grants there were 32 percent). Of the total group, 6 percent were full professors, 18 percent were associate professors, and 4 percent were tenured assistant professors. Over 52 percent of the faculty were over 40 years of age. If the present attrition rate due to deaths, resignations, and terminations is continued with retirement at 67 years, and with the total size of the faculty remaining constant, in 1976-77, 36.4 percent (excluding grant-funded faculty) would be tenured. (See Appendix B, Exhibit 9.) At this same time, 10.5 percent of the faculty would be full professors, 21.8 percent would be associate professors, and 60 percent would be age 40 or over. By 1981-82 the reading would show that 44.2 percent would be tenured with 14.9 percent full professors, 24.9 percent associate professors, and 73 percent age 40 or over.

If the average retirement age were reduced to 62 years and the faculty size remained constant, as well as the present attrition rate due to deaths, resignations and terminations, in 1976-77 the percent of the tenured faculty would have increased to 35.8 percent (a slight contrast to the 36.4 percent indicated with the 67-year retirement average), compared with the present 28 percent. There would be 9.5 percent full professors, 21.8 percent associate professors, and 56 percent of the faculty age 40 or over. With this lower retirement age, in 1981-82 the situation would reveal approximately 40.5 percent of the faculty would be tenured, and 12.9 percent would be full professors, 22.6 percent associate professors, and 64 percent would be age 40 or over.

If the average retirement age were reduced to 57 years, there would be 30.4 percent of the faculty tenured in 1976-77 and about 31.3 percent in this tenured group in 1981-82, with 48 percent being age 40 or over in 1976-77 and only 44 percent being so in 1981-82. With the above findings it is clear that there will be adequate opportunities to increase the number of tenured faculty in the School of Nursing and

to continue to attract qualified faculty to the School.

Analysis of Factors Related to the School's Structural Flexibility

The question arises: What factors account for the structural flexibility in the School of Nursing? An analysis of the situation reveals the following factors:

1. Low percent of tenured faculty. This is due to the stringent policies and practices of awarding tenure only, or primarily, to those faculty who hold doctoral degrees or their equivalent. Currently, 35 percent of the faculty hold doctoral degrees, and by 1975 we are planning that 50 percent will hold doctoral degrees. (Only 4 years ago in 1968-69, less than 20 percent held doctorates.) Recent increases in the number of nurses with doctoral preparation suggest that this is not an unrealistic goal.

2. The School of Nursing uses the instructor rank as a legitimate and important academic rank as defined in the Faculty Code, and has done so for many years. A recent survey of schools and colleges on this campus reveals use of the instructor rank is less than 5 percent. There appears to have been an erosion in the use of the instructor rank with the majority of educational units starting faculty appointments at the assistant professor level, perhaps to help the faculty "get a decent salary." Cognizant of this University trend, the School of Nursing plans to change its practices and will be making only a few appointments at the instructor level. On the one hand, the instructor rank may have jeopardized our faculty salaries and limited a fast upward climb on the academic ladder. On the other hand, it has provided for structural flexibility and has allowed young faculty with limited experience to develop their teaching expertise. But contrary to academic views, we do not use this rank as a "quasi-faculty" position, as all faculty meet the criteria for an instructor. It is my position that we need to reestablish and relegitimatize the strengths of the instructor rank on this campus in order to increase structural flexibility, but we must make the salaries and other rewards attractive at that rank.

3. Another factor related to increasing structural flexibility is that 96 percent of the faculty are women, with approximately 50 percent in the child-bearing age. Consequently, we anticipate and expect that some faculty will leave their position for approximately 2 to 5 years to bear children

(a nation-wide trend for the female professions), and then return to the academic institution. Thus, the implication and the rule is a clear guideline for other colleges and schools on this campus, i.e., increase the number of female faculty in your academic unit in the child-bearing age, and you will have built in a natural mechanism for structural flexibility, and it will increase the rich intellectual experience inputs at the same time!

4. Ambivalence of Nursing faculty to follow either academic-career or practice-career patterns is another factor related to faculty turnover, and consequently allows more structural flexibility. Since 1969, we have been carefully scrutinizing the new and young faculty members regarding their commitment to, or motivation for, these two-track career patterns. As a consequence, the attrition rate has been reduced 50 percent during the past 3 years. (The total attrition rate for 1971-72 was 11 percent, compared to 22 percent in the 1968-69 academic year.) Thus, through careful interviewing and selection, we have been able to reduce attrition, but in the past this has been a major factor contributing to structural flexibility at the instructor and assistant professor ranks.

5. The active encouragement of faculty without doctoral degrees to pursue doctoral study is another factor contributing to leaves of absence and structural flexibility.

6. A high demand for our Nursing faculty, recruited into top Federal government and national nursing positions, has increased resignations.

7. Low salaries in the School have had a definite impact. Other schools of nursing offering higher salaries recruit faculty from our School. Because of our low salaries, we have been "raided" by other schools of nursing and many service agencies. This factor has been a very serious one. Although it has increased the potential for structural flexibility through resignations, it has been disastrous to the continuity of our academic programs and sound long-range program plans.

Evidence for maintaining structural flexibility in the School of Nursing exists with opportunities for tenure and for bringing new faculty into the School. Although these strengths exist, there are also limitations related to too much structural flexibility, such as weakened program continuity due to attrition or temporary leaves of absence. Thus I feel we have too much structural flexibility and

need particularly to strengthen our reward system through better salaries and other factors to help retain the most qualified upward-bound full professors.

Future Plans to Maintain an Optimal Level of Structural Flexibility

We plan to:

1. Increase the percent of tenured faculty from 28 percent to 50 percent by 1976;

2. Make appointments at the assistant professor rank and decrease the number of appointments at the instructor rank;

3. Identify and retain an "excellence core" of teaching, research, and expert-practitioner faculty with an "auxiliary core" faculty. (The latter will help to augment, support, and assist the "excellence core" faculty. These well-qualified faculty must be rewarded with adequate salaries to reduce our present attrition problems.)

4. Explore the proper percentage of faculty rank and age mix that blends "intellectual wisdom" with "courageous innovations" in new or expanded program developments.

5. Recruit male faculty to provide better faculty mix.

6. Explore a two-career academic pattern to provide for a built-in structural flexibility of different faculty interests and skills.

7. Retain "academic wisdom" with a small number of senior faculty, even though their chronological age will slightly exceed 60 years.

During the past year, a subcommittee of the Appointments, Promotion and Tenure Committee of the School has been involved in examining the trends, issues and problems associated with tenure and the University's reward system. Some new models have been explored assessing scholarship in its broadest dimension and the criteria for measuring academic productivity, achievement and effectiveness. We believe some new breakthroughs related to alternative tenure and retirement systems must be forthcoming, and with our School's present flexibility, we can explore these possibilities.

III. APPENDICES

APPENDIX A: Contacts with other Institutions

Letters of inquiry regarding tenure and retirement were sent to the following universities and colleges:

University of California, Berkeley

University of Colorado

Harvard University

University of Georgia

University of Illinois

Indiana University

Loretto Heights College

University of Massachusetts

University of Michigan

University of Minnesota

Montana State University

University of Oregon

State University of New York at Buffalo

Swarthmore College

Syracuse University

The University of Texas at Austin

University of Wisconsin

A mutual concern for the problems related to tenure and retirement is reflected in the following excerpts from letters received from the above institutions; individuals and their schools have not been identified inasmuch as respondents were assured of confidentiality.

- Your letter only bears out the fact that the problems in higher education are not peculiar to any one university.

- It appears from your letter that our institutions are undergoing the same kind of agonizing review; ours having resulted from the recent setting of our maximum enrollment at the 25,000 level. . . . As a result of this decision, we are now reviewing promotion policy, tenure policy, student-faculty ratios, distribution of enrollment between graduate and undergraduate students to mention only a few subjects of concern.

- There are a number of proposed changes at various stages of consideration. One is to limit the percentage of faculty members in each department that can be tenured. This has been advanced along with the proposal that faculty members who have been denied tenure be made eligible for reappointment beyond the seventh year on a year-by-year basis.

- This is now a new ball game in that an early promotion has become very much the exception and the early granting of tenure has disappeared entirely.

- The tenure code at the University is being revised and updated. One of the matters under discussion is to lengthen the maximum period or time an assistant professor can serve without tenure being granted.

- I would be very interested in any information which you can supply regarding the problem of the change in staffing pattern when a university stops growing.

- It is perhaps not surprising that we at . . . are also involved in a study of these matters.

- I do know the emphasis has reversed from encouraging faculty to continue in employment to age 70, to retirement at age 65 or earlier.

- In summary, we are seriously concerned about all of the issues mentioned in your letter, and we are just beginning a serious study of them.

- It is possible for a member of our faculty to opt for early retirement and be employed on a one-third basis (in contrast to regular modified service which is on a one-half time basis). This apparently works out to the financial benefit of the individual and results in the early freeing up of the position.

- The questions which you pose are exactly the questions which we are wrestling with here at. . . . At this time, retirement is not mandatory until the age of 69. Frankly, I think this is too high. Another item is . . . a proposed revision of the policy within the College on tenure appointments, promotions and tenure.

- We are currently considering the issue of percentage limitation on the senior ranks in the University.

A memorandum from a university provost to deans, directors, department heads, chairmen and faculty contained the following:

> By this time everyone knows that . . . our ultimate size will be in the vicinity of . . . students. This has major implications for our tenure practices; it is essential that we take steps now to retain the institutional vigor that has permitted us in recent years to become one of the high quality state universities in the country. . . . It is likely that our institutional vigor cannot be maintained if we allow the present percentage (47 percent) to grow much larger. . . . the only practicable way to avoid stagnation, and provide the opportunity for the new appointments needed to insure vitality, is through a much more vigorously selective policy in the granting of tenure. . . . Effective immediately, candidates for appointment to the faculty should <u>in no way</u>, either in written or oral statements, be led to believe that tenure is either a certainty or even a strong probability at the end of the probationary period. New appointees in Fall 1972 will normally reach Tenure Decision Year (TDY) in 1977-78; by that time the granting of tenure will be governed by very different policies that cannot be foreseen at this time.

APPENDIX B

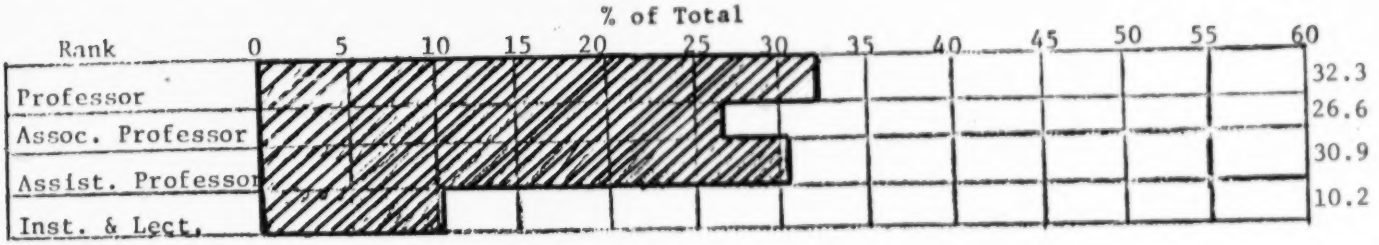
Faculty Age and Rank Profiles for Several Schools and Colleges and for the University

APPENDIX B

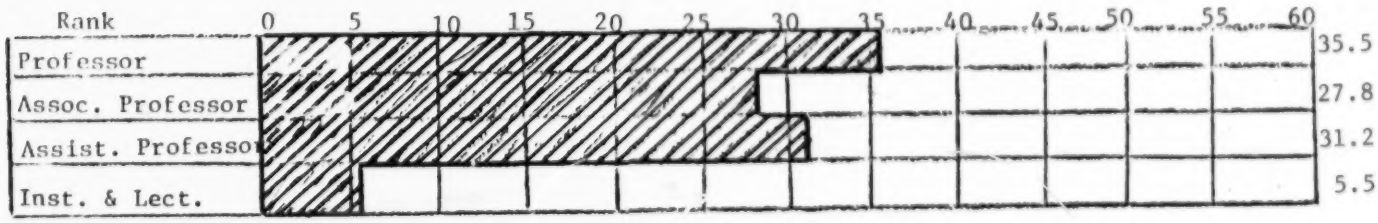
Exhibit 1, COLLEGE OF ARTS AND SCIENCES

Part 1, Profile of Faculty Ranks
(a) Replaced at Assistant Professor Level

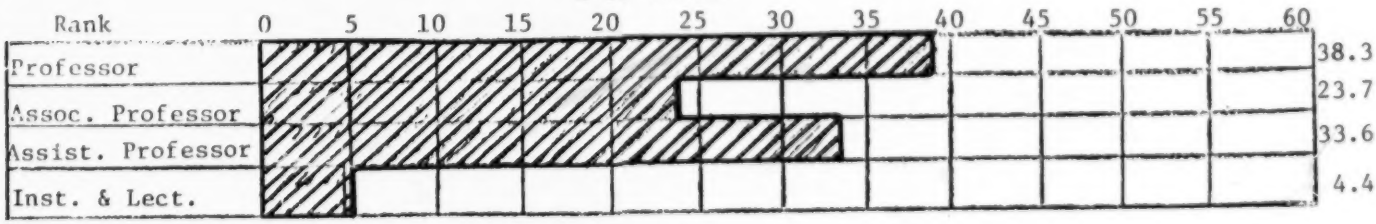
1966-67
% of Total



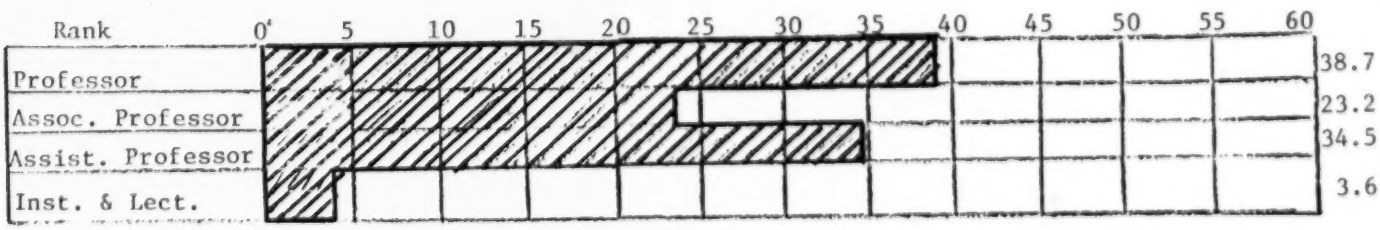
1971 - 72
% of Total



1976 - 77
% of Total



1981 - 82
% of Total

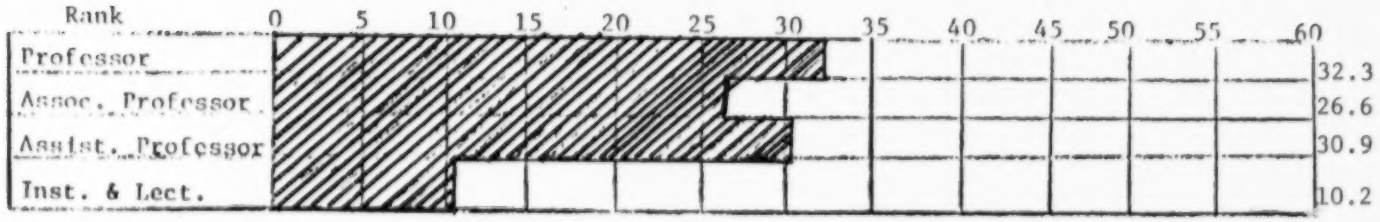


Explanation: The graphs for 1966-67 and 1971-72 depict the actual distribution of Arts and Sciences faculty among the ranks for those years. The projections for 1976-77 and for 1981-82 are based upon the following assumptions: (1) that the rate of resignations, terminations, retirements, and promotions which occurred at each rank in the five-year interval from 1966 to 1971 will continue in each of the next two five-year intervals; (2) that the total number of faculty will remain constant; and (3) that all faculty at any level (except lecturers) who retire, resign, or are terminated will be replaced at the assistant professor level.

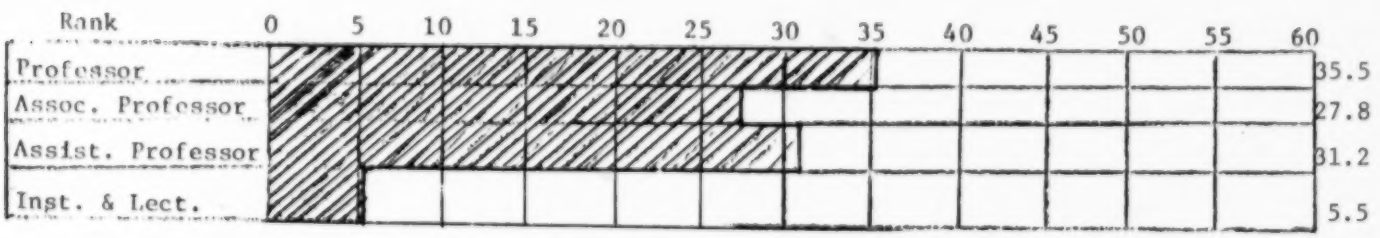
Exhibit 1, COLLEGE OF ARTS AND SCIENCES

Part 1, Profile of Faculty Ranks
(b) Replaced at Same Rank

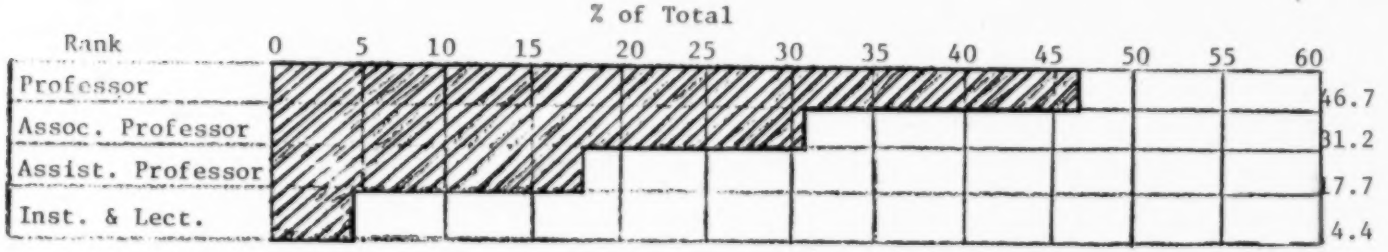
1966-67
% of Total



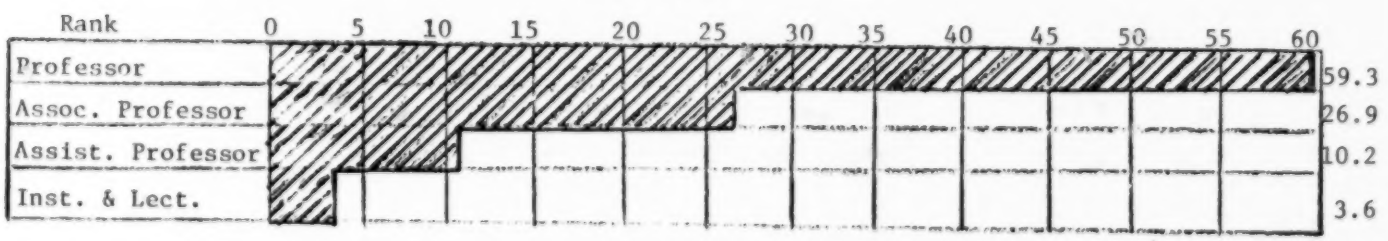
1971 - 72
% of Total



1976 - 77
% of Total



1981 - 82
% of Total



Explanation: The graphs for 1966-67 and 1971-72 depict the actual distribution of Arts and Sciences faculty among the ranks for those years. The projections for 1976-77 and for 1981-82 are based upon the following assumptions: (1) that the rate of resignations, terminations, retirements, and promotions which occurred at each rank in the five-year interval from 1966 to 1971 will continue in each of the next two five-year intervals; (2) that the total number of faculty will remain constant; and (3) that faculty at any level who retire, resign, or are terminated will be replaced at the same rank.

Exhibit 1, COLLEGE OF ARTS AND SCIENCES

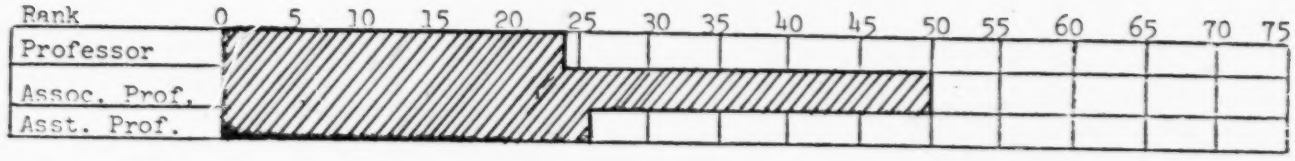
Part 1, Profile of Faculty Ranks
(c) Rate of Change in Distribution

The rate was established in the following manner: the records of all faculty in the College in 1966-67 were studied through the five-year period, and the proportions of those faculty at each rank who resigned or were terminated, retired, died, or were promoted were calculated; these proportions were applied to the actual faculty distribution in 1971-72 to arrive at the 1976-77 projection. The same proportions were applied to the 1976-77 projection to arrive at the 1981-82 projection. This method was considered preferable for the College of Arts and Sciences to the method followed for the Business Administration faculty study and the all-University study. For this College it is misleading to assume that "all faculty in the assistant professor ranks will be promotable." Study of the records of the assistant professors who were on the College faculty in 1966-67 indicated, for example, that 32.5 percent had resigned or had been terminated by 1971-72 and 4 percent had retired or died. To have established a rate of promotion based only upon those who were in fact promoted and to have applied that rate to <u>all</u> faculty in a rank would have seriously distorted the projections.

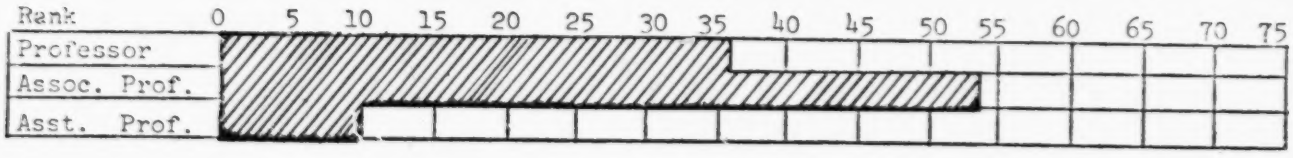
APPENDIX B

Exhibit 2, COLLEGE OF ARCHITECTURE AND URBAN PLANNING

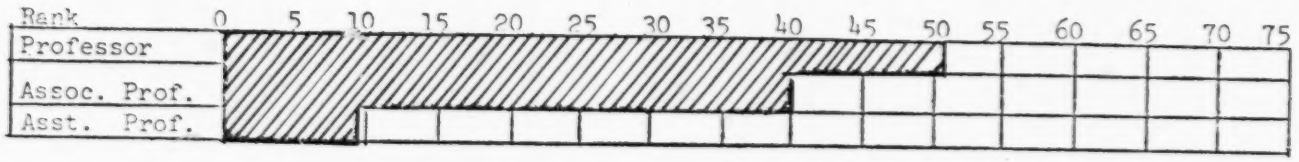
Part 1, Profile of Faculty Ranks



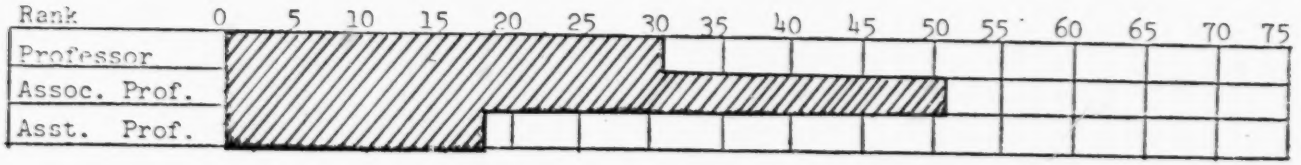
1971-72
% of Total



1976-77
% of Total



1981-82
% of Total



1986-87
% of Total

Assumptions: (1) that faculty will retire at age 67.

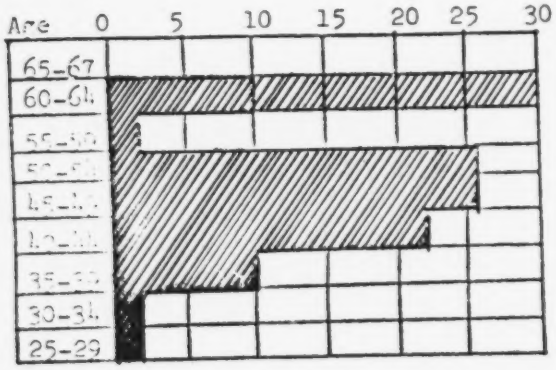
(2) that replacements for retirement and attrition will be made at the assistant professor level.

(3) that promotions will occur at 6-year intervals for assistant to associate and 12-year intervals for associate to professor with all faculty being promotable.

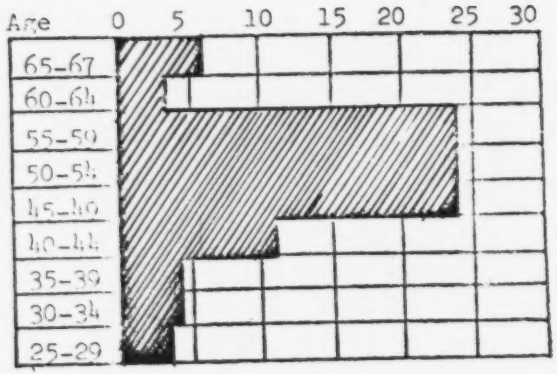
(4) that total number of faculty will remain constant.

Exhibit 2, COLLEGE OF ARCHITECTURE AND URBAN PLANNING
Part 2, Profile of Faculty Age Distribution

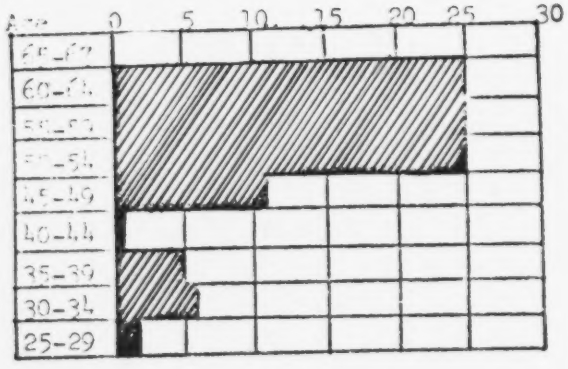
1971-72
% of Total



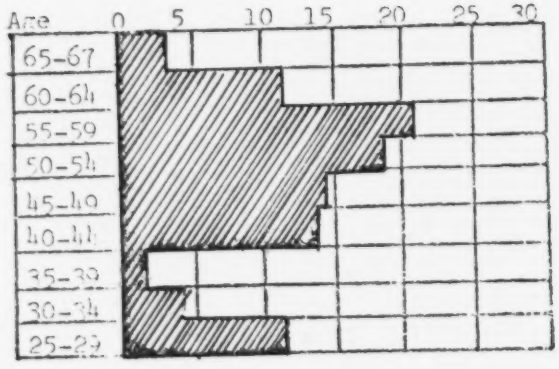
1976-77
% of Total



1981-82
% of Total



1986-87
% of Total



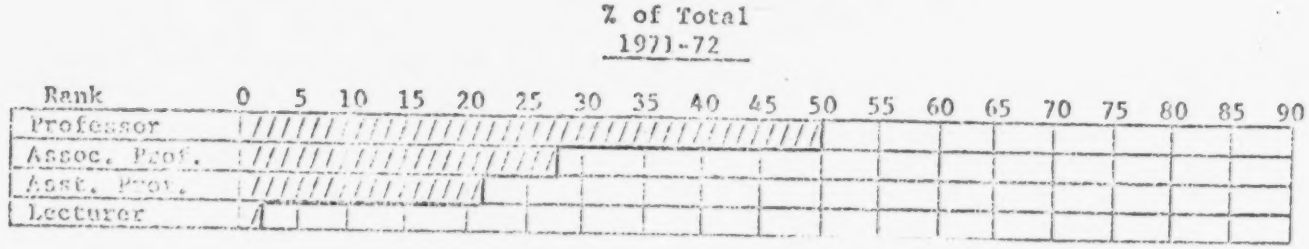
Assumptions: (1) that faculty will retire at age 67

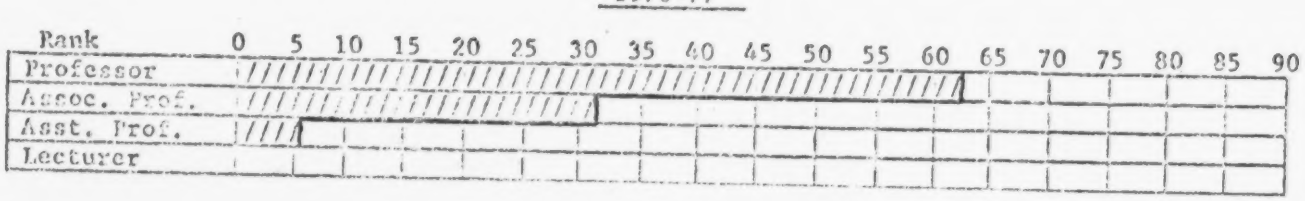
(2) that retirements will be replaced by faculty in 25-29 age group

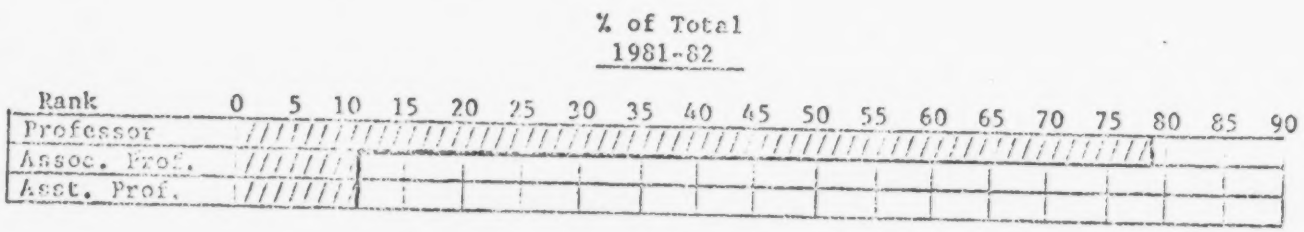
APPENDIX B

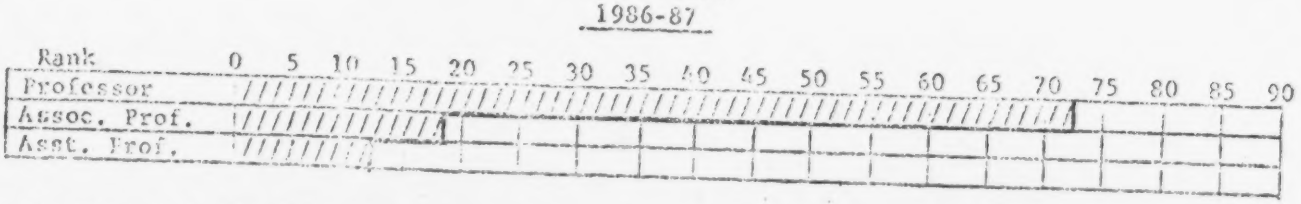
Exhibit 3, SCHOOL AND GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

Part 1, Profile of Faculty Ranks
(a) Retirement at Age 67





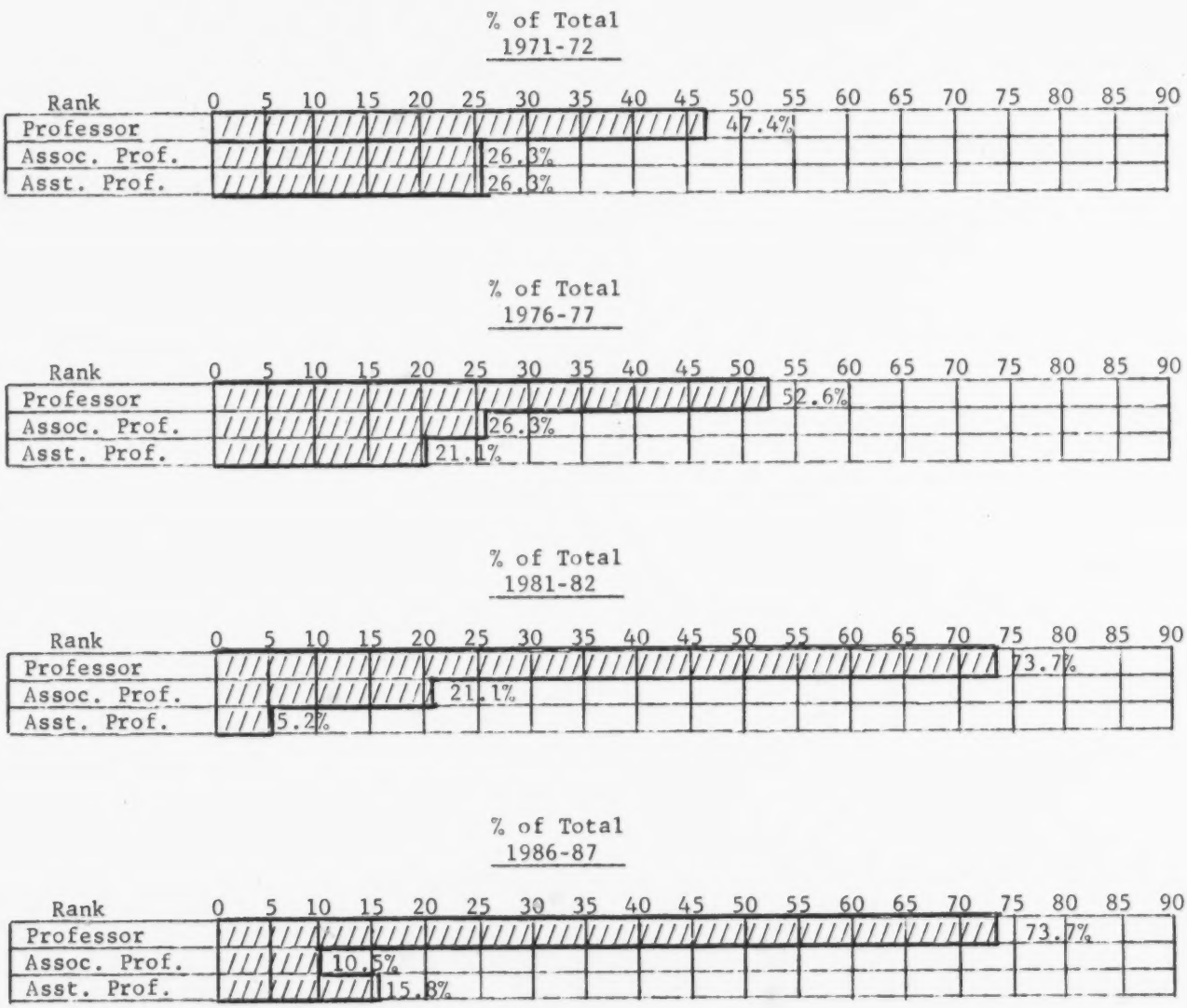




* The graph for 1971-72 depicts the actual distribution among ranks for an academic unit of the University. Changes in distributions depicted in the three five-year intervals shown are based on the following assumptions: (1) that the total number of faculty will remain constant; (2) that retirements will occur at the average age of 67, and that replacements for retirements and for normal attrition (other than retirement) in all ranks will be at the assistant professor level (or below, if appropriate); (3) that promotions will continue at the current average rate of promotion for the group· (4) that all faculty in the assistant and associate professor ranks in the group will be promotable.

Exhibit 3, SCHOOL AND GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

Part 1, (a), (i) Department of Accounting



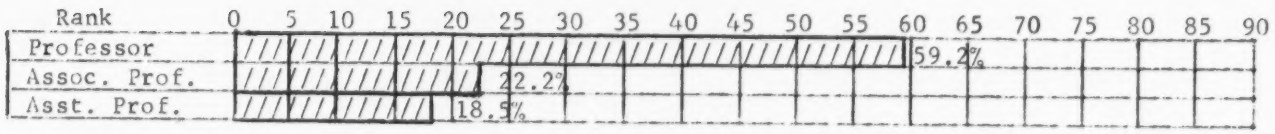
* The graph for 1971-72 depicts the actual distribution among ranks for the Department of Accounting in the School and Graduate School of Business Administration. Changes in distributions depicted in the three five-year intervals shown are based on the following assumptions: (1) that the total number of faculty will remain constant; (2) that retirements will occur at the average age of 67, and that replacements for retirements and for normal attrition (other than retirement) in all ranks will be at the assistant professor level (or below, if appropriate); (3) that promotions will continue at the current average rate of promotion for the group; (4) that all faculty in the assistant and associate professor ranks in the group will be promotable.

Exhibit 3, SCHOOL AND GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

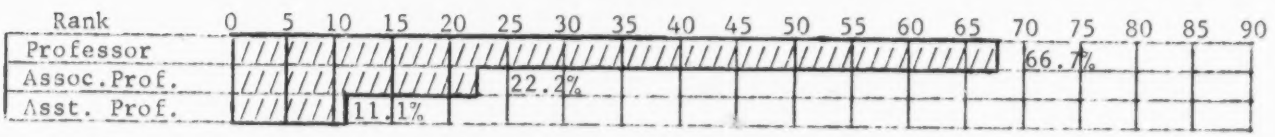
Part 1, (a), (ii) Department of Management and Organization

EXHIBIT III (a)

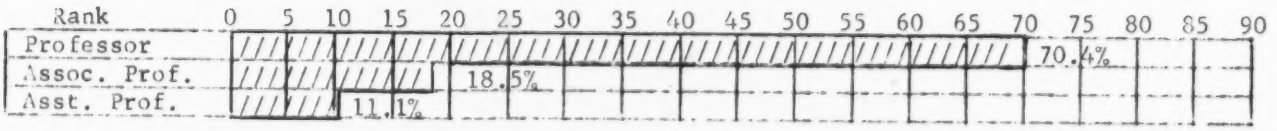
% of Total
1971-72



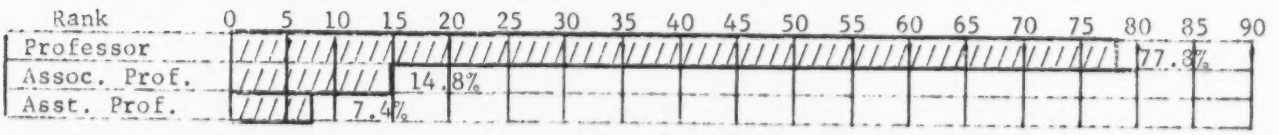
% of Total
1976-77



% of Total
1981-82



% of Total
1986-87

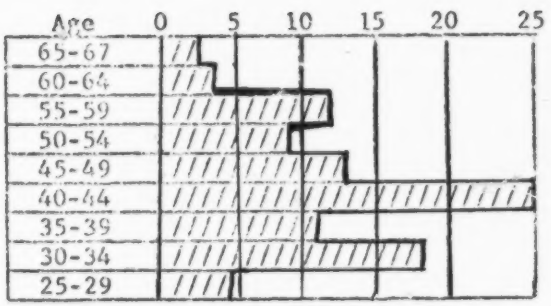


* The graph for 1971-72 depicts the actual distribution among ranks for the Department of Management and Organization in the School and Graduate School of Business Administration. Changes in distributions depicted in the three five-year intervals shown are based on the following assumptions: (1) that the total number of faculty will remain constant; (2) that retirements will occur at the average age of 67, and that replacements for retirements and for normal attrition (other than retirement) in all ranks will be at the assistant professor level (or below, if appropriate); (3) that promotions will continue at the current average rate of promotion for the group; (4) that all faculty in the assistant and associate professor ranks in the group will be promotable.

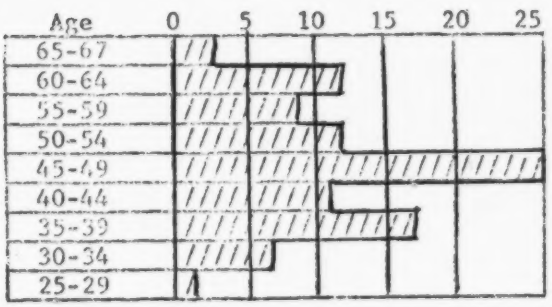
Exhibit 3, SCHOOL AND GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

Part 2, Profile of Faculty Age Distribution
(a) Retirement at Age 67

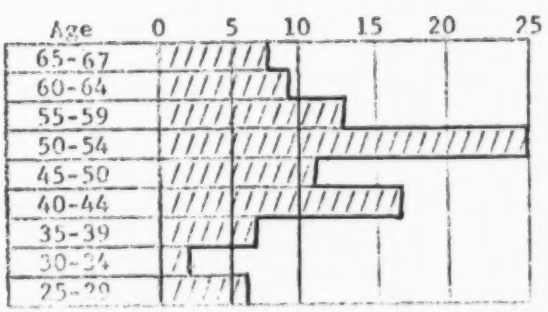
1971-72
% of Total



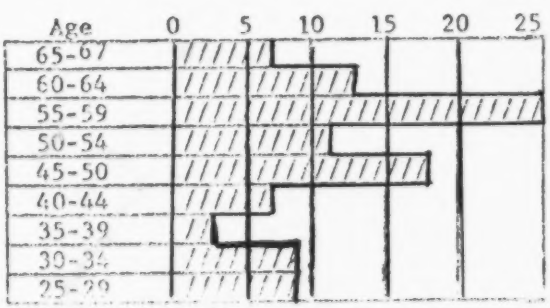
1976-77
% of Total



1981-82
% of Total



1986-87
% of Total

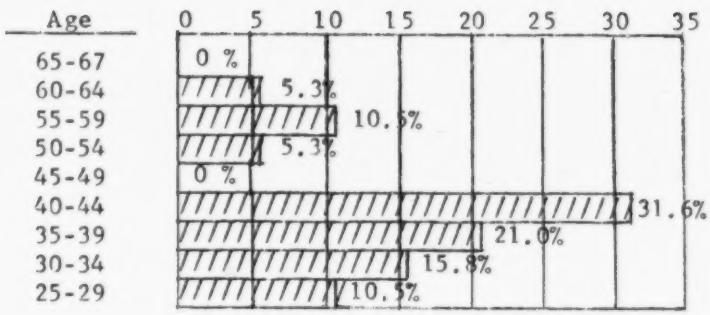


* The graph for 1971-72 depicts the actual age distribution of the faculty in the academic unit reflected in the Profile of Faculty Ranks (Exhibit 1). Changes in the distributions depicted in the three five-year intervals shown are based on the following assumptions: (1) that the faculty will retire at age 67; (2) that replacements for retirements and for normal attrition (other than retirement) in all ranks will be at the assistant professor level (or below, if appropriate).

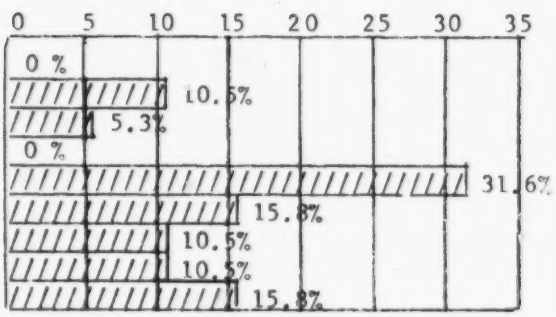
Exhibit 3, SCHOOL AND GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

Part 2, (a), (i) Department of Accounting

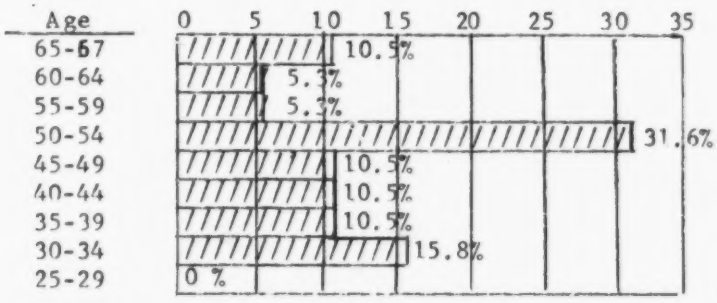
1971-72
% of Total



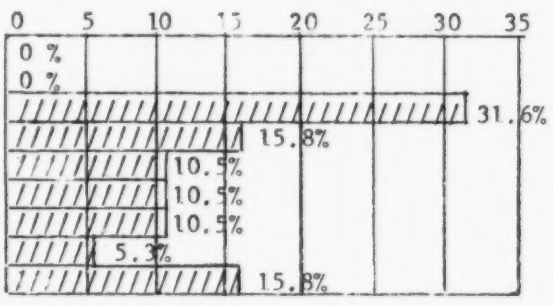
1976-77
% of Total



1981-82
% of Total



1986-87
% of Total

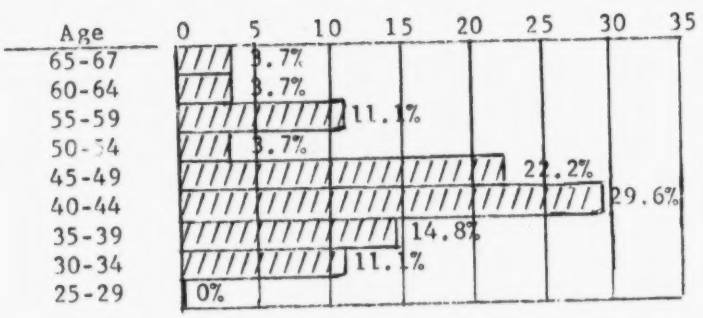


* The graph for 1971-72 depicts the actual age distribution of the faculty in the Department of Accounting reflected in the Profile of Faculty Ranks for that department. Changes in distributions depicted in the three five-year intervals shown are based on the following assumptions: (1) that the faculty will retire at age 67; (2) that replacements for retirements and for normal attrition (other than retirement) in all ranks will be at the assistant professor level (or below, if appropriate).

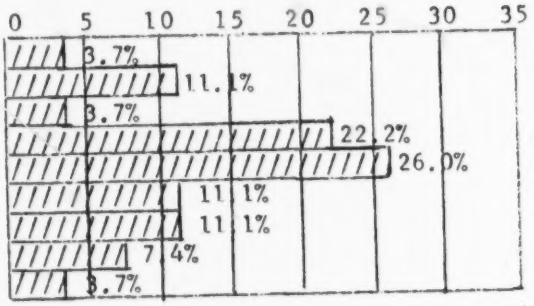
Exhibit 3, SCHOOL AND GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

Part 2, (a), (ii) Department of Management and Organization

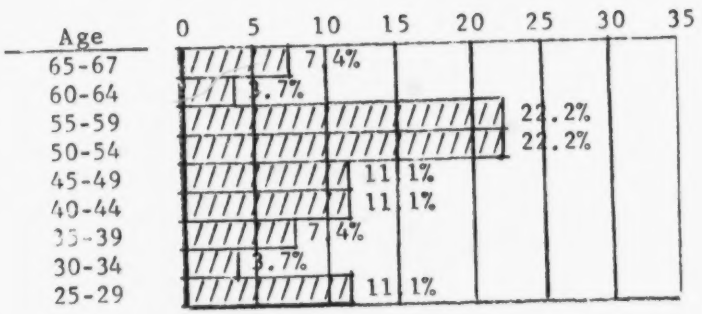
1971-72
% of Total



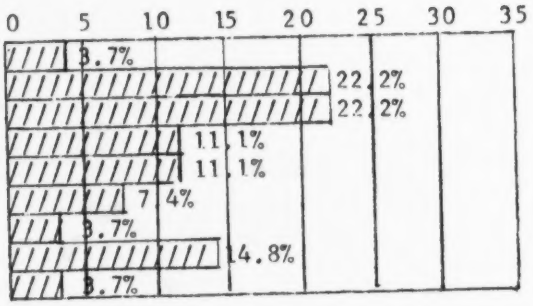
1976-77
% of Total



1981-82
% of Total



1986-87
% of Total

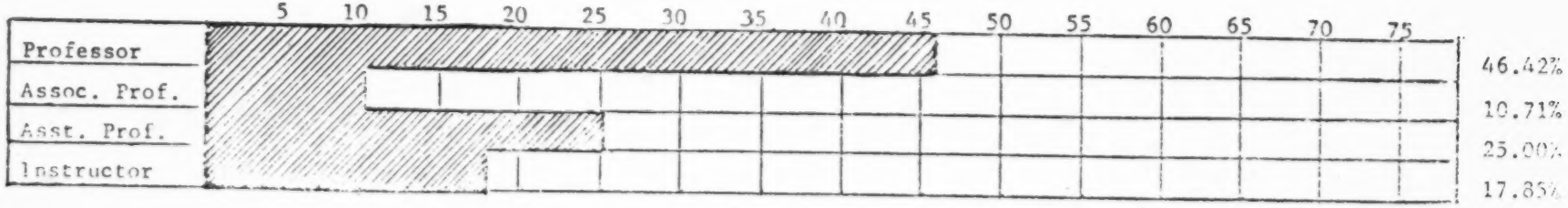


* The graph for 1971-72 depicts the actual age distribution of the faculty in the Department of Management and Organization reflected in the Profile of Faculty Ranks for that department. Changes in distributions depicted in the three five-year intervals shown are based on the following assumptions: (1) that the faculty will retire at age 67; (2) that replacements for retirements and for normal attrition (other than retirement) in all ranks will be at the assistant professor level (or below, if appropriate).

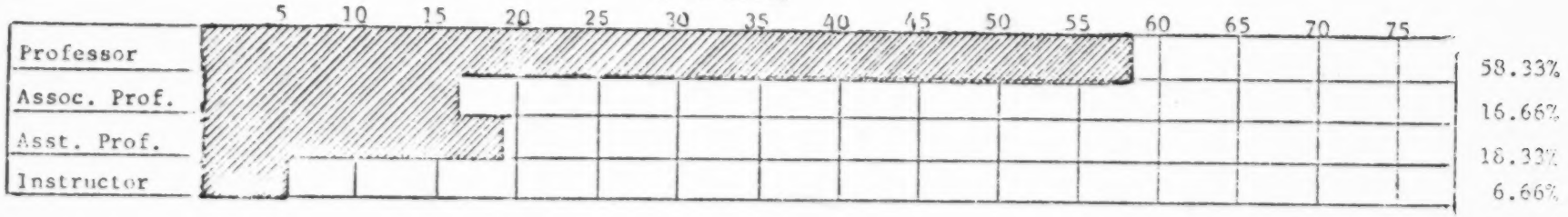
APPENDIX B

Exhibit 4, SCHOOL OF DENTISTRY

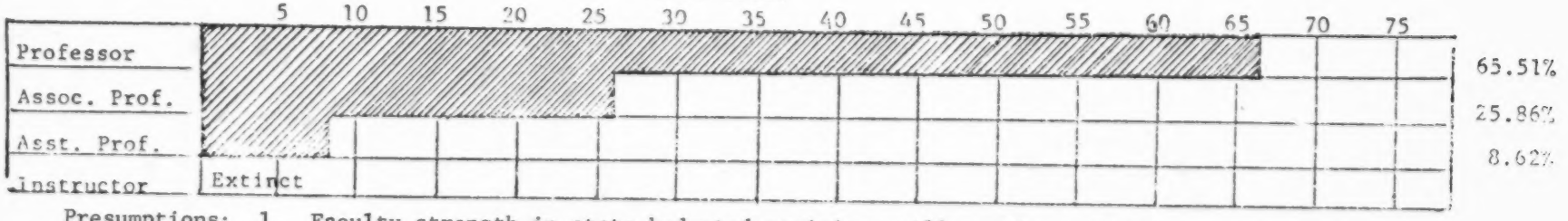
1971-72
% of Total



1976-77
% of Total



1981-82
% of Total

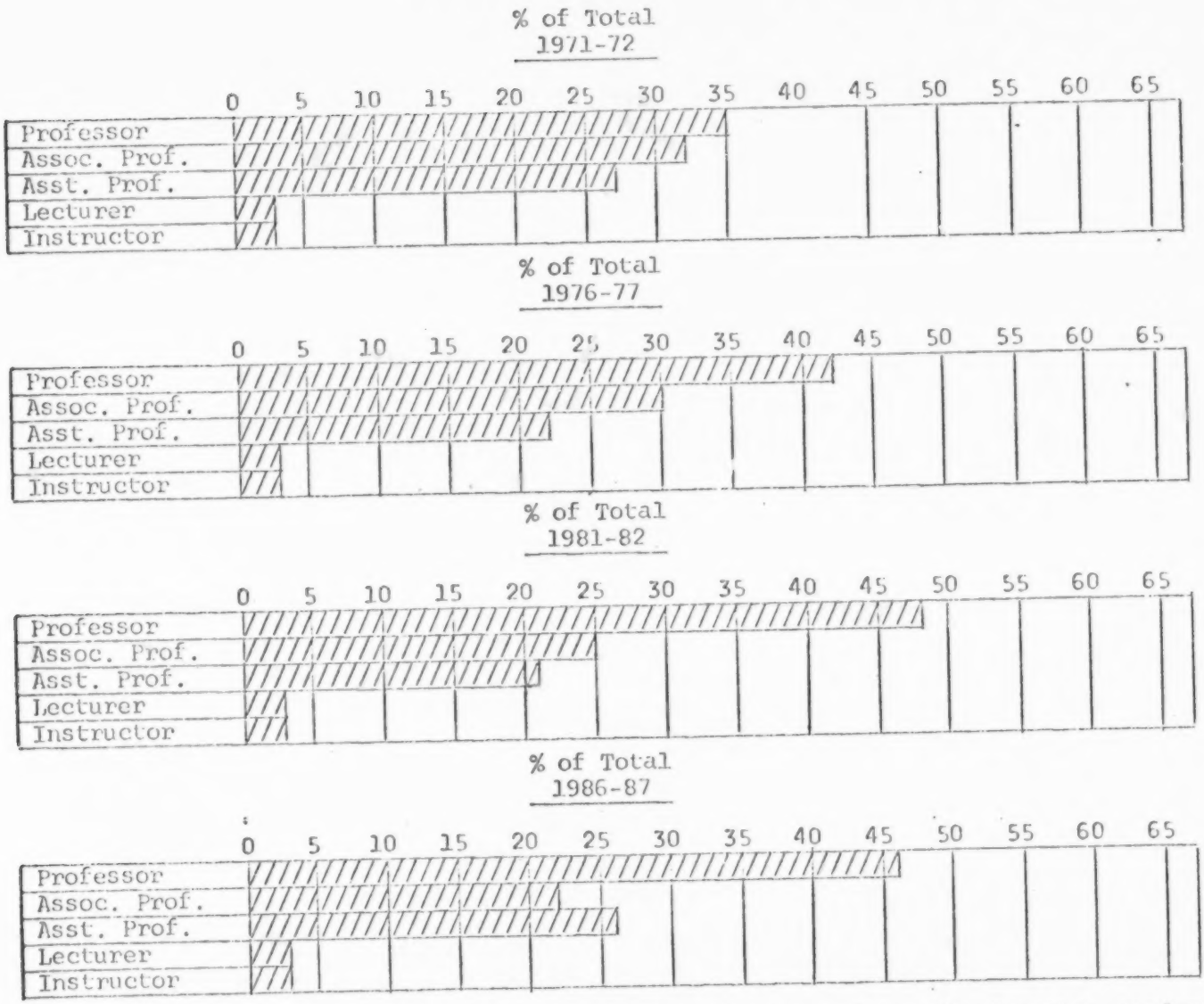


Presumptions:
1. Faculty strength in state budgeted positions will remain constant.
2. There will be no mandatory retirements before 1979-81.
3. All faculty in instructor, assistant professor, and associate professor ranks will be promoted.
4. There will be no resignations or recruitment to other schools.

APPENDIX B

Exhibit 5, COLLEGE OF EDUCATION

Part 1, Profile of Faculty Ranks
(a) Retirement at Age 67

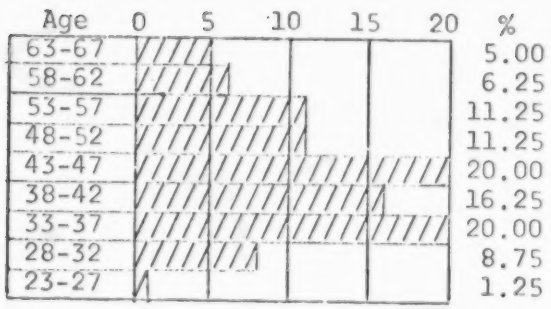


* The graph for 1971-72 depicts the actual distribution among ranks for this academic unit of the University. Changes in distributions depicted in the two five-year interval shown are based on the following assumptions: (1) that the total number of faculty will remain constant; (2) that retirements will occur at the average age of 67, and that replacements for retirements and for normal attrition (other than retirement) in all ranks will be at the assistant professor level (or below, if appropriate); (3) that promotions will continue at the current average rate of promotion for the group; (4) that all faculty in the assistant & associate professor ranks in the group will be promotable.

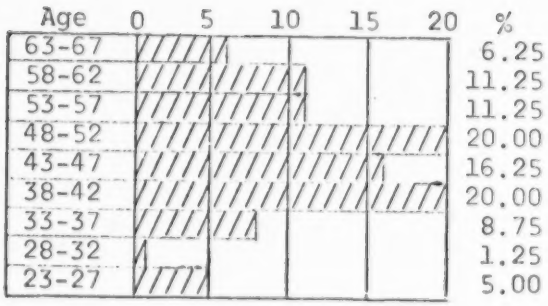
Exhibit 5, COLLEGE OF EDUCATION

Part 2, Profile of Faculty Age Distribution
(a) Retirement at Age 67

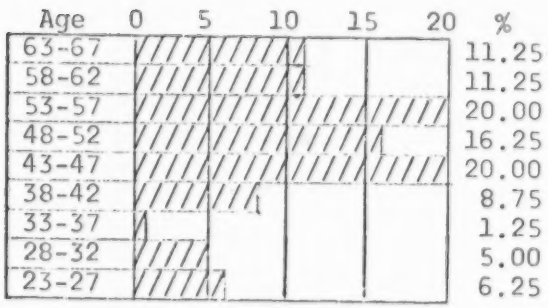
1971-72
% of Total



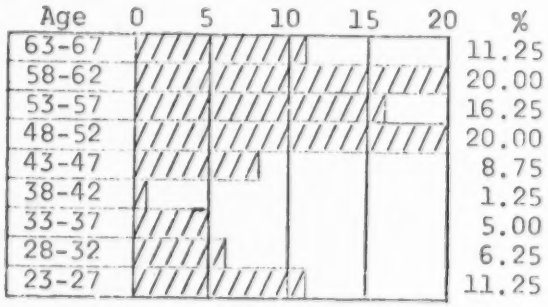
1976-77
% of Total



1981-82
% of Total



1986-87
% of Total

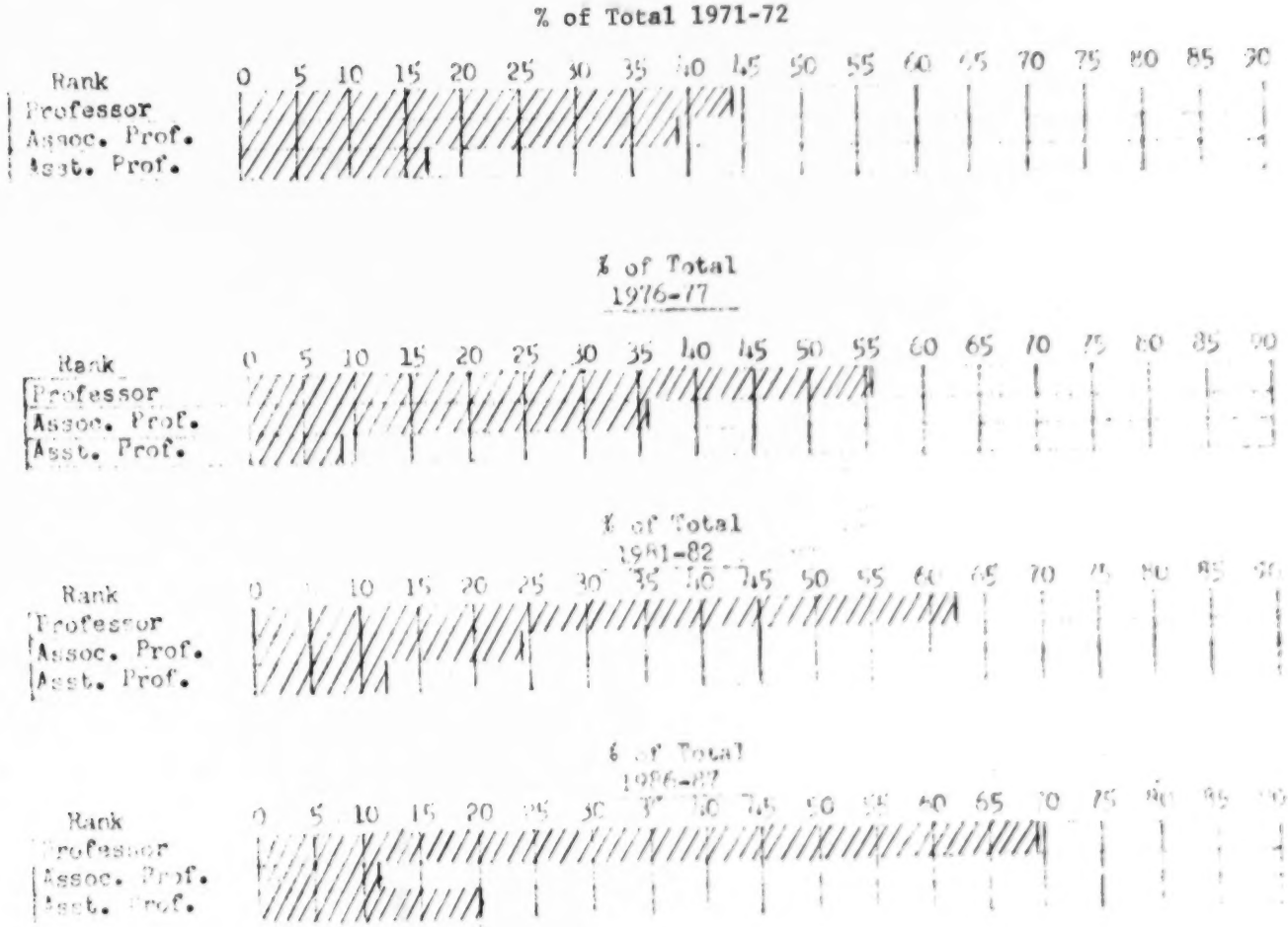


* The graphs depict the age distribution of the regular teaching faculty as it would appear under the following assumptions: (1) the faculty will retire at age 67; (2) the retirees will be replaced by faculty in the 23-27 age group. The changes in distribution depicted for three five-year intervals are based on the same assumptions.

APPENDIX B

Exhibit 6, COLLEGE OF ENGINEERING

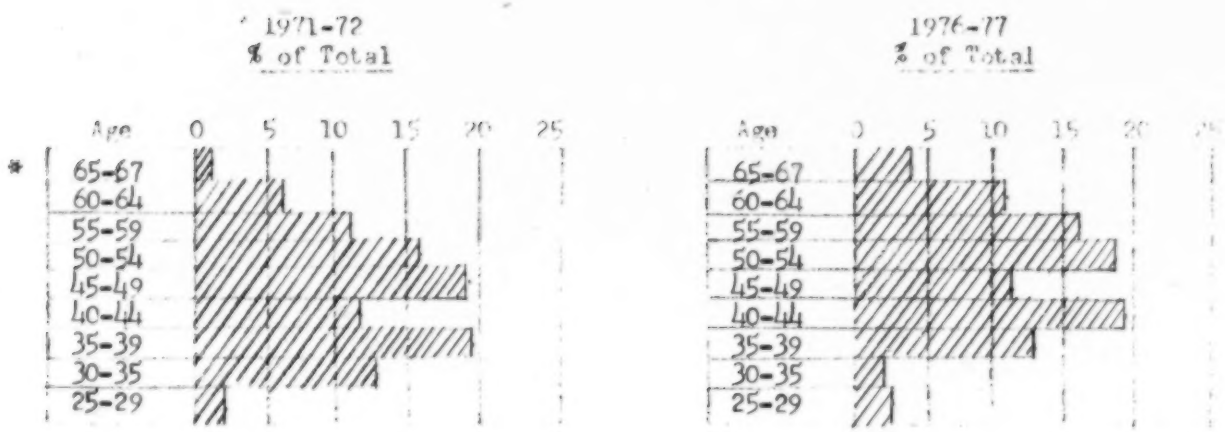
Part 1, Profile of Faculty Ranks
(a) Retirement at Age 67



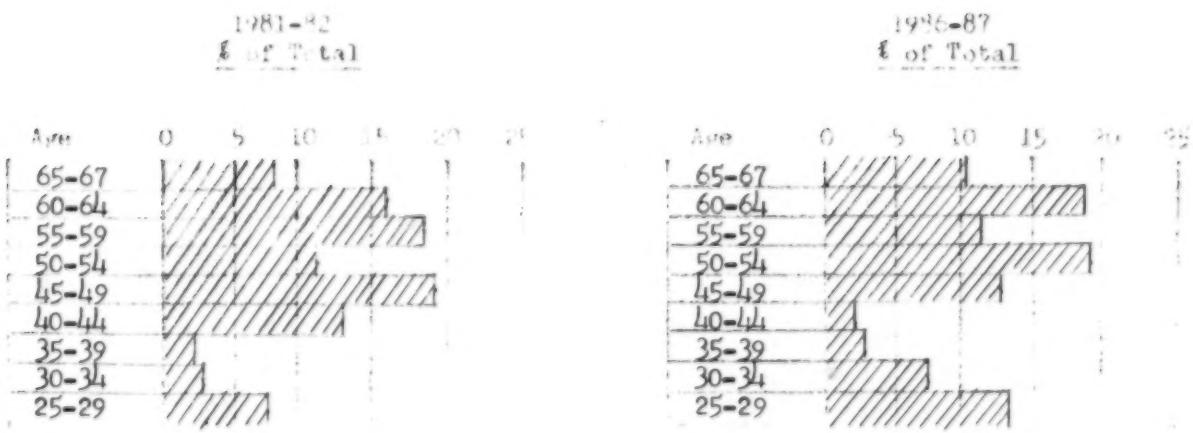
Assumptions:
(1) that faculty will retire at age 67
(2) that attrition (deaths, resignations) will occur at 1966-71 average (1 professor, 6 associate professors, 9 assistant professors)
(3) that replacements for retirements and attrition will be made at the assistant professor level
(4) that promotions will occur at six-year interval for assistant professor to associate professor and 12-year interval for associate professor to professor, with all faculty being promotable
(5) that total number of faculty will remain constant

Exhibit 6, COLLEGE OF ENGINEERING

Part 2, Profile of Faculty Age Distribution
(a) Retirement at Age 67



* includes all current faculty over 65



Assumptions: (1) that faculty will retire at age 67
(2) that retirements will be replaced by faculty in 25-29 age group

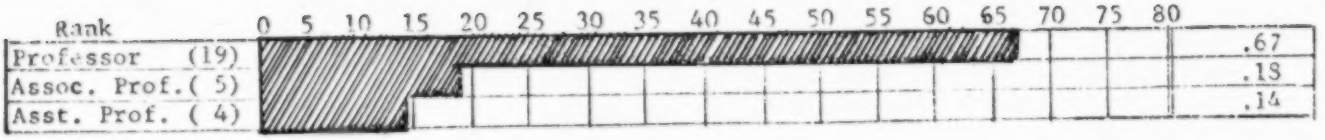
APPENDIX B

Exhibit 7, COLLEGE OF FISHERIES

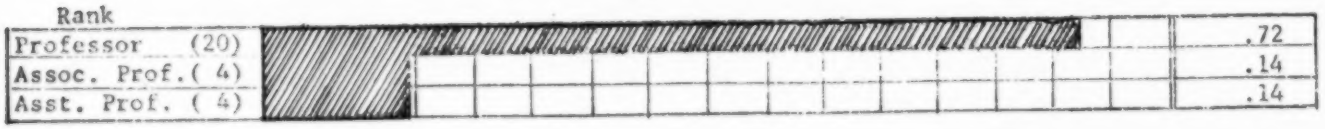
Part 1, Profile of Faculty Ranks

% of Total

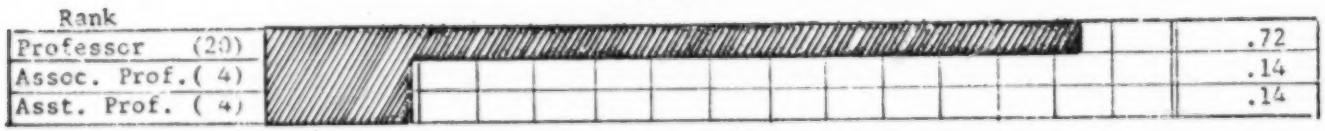
1971-72



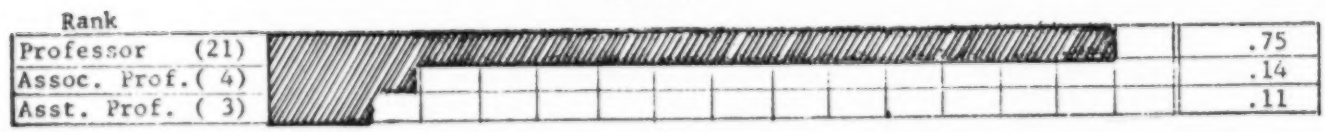
1976-77



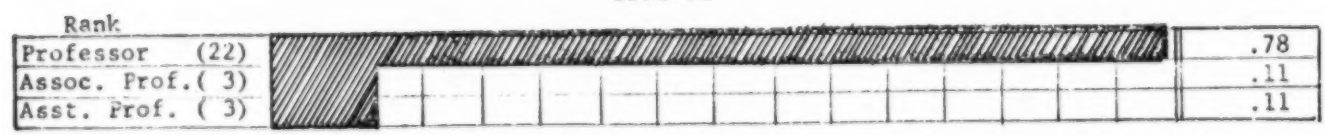
1981-82



1986-87



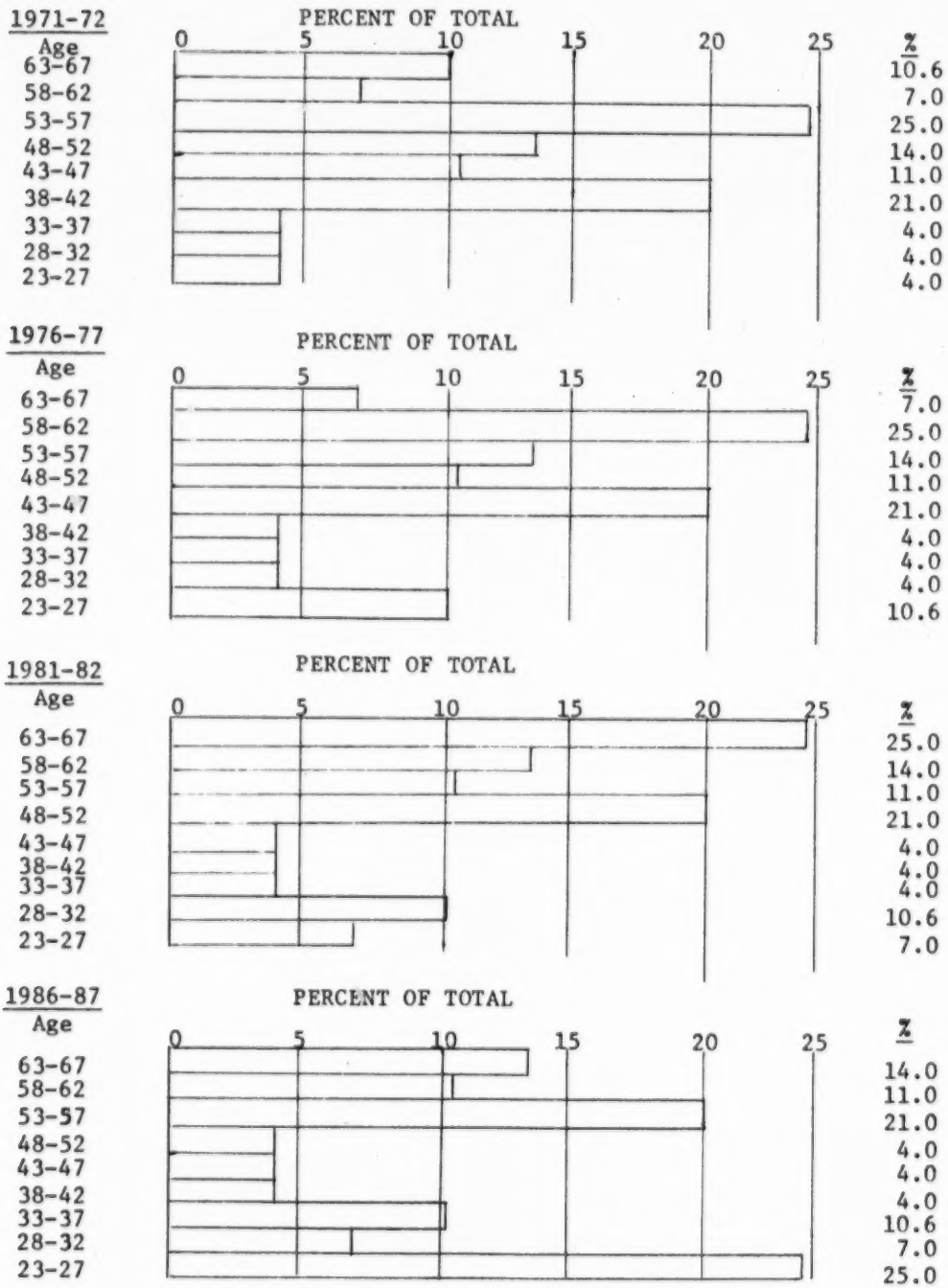
1991-92



The above charts depict the distribution of the University faculty among the professional ranks for the current year and for four five-year intervals based on the following assumptions: (1) that the total number of faculty will remain constant; (2) that retirements at age 67 will be replaced at the assistant professor level; (3) that promotions will continue at the current average rate of promotion for the group (approximately five years); (4) that all faculty in the assistant and associate professor ranks in the group will be promotable.

Exhibit 7, COLLEGE OF FISHERIES

Part 2, Profile of Faculty Age distribution
(a) Retirement at Age 67

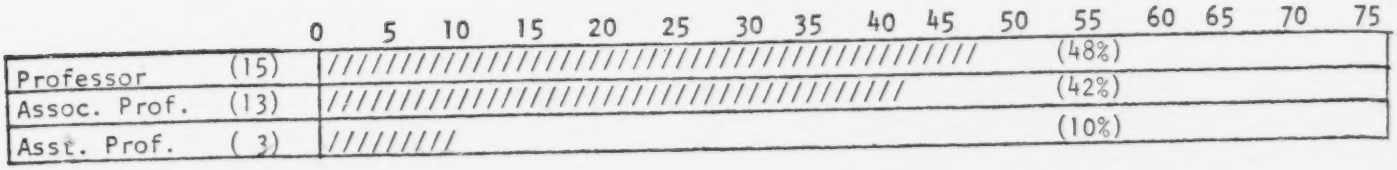


* The graphs depict the age distribution of the regular teaching faculty as it would appear under the following assumptions: (1) the faculty will retire at age 67; (2) the retirees will be replaced by faculty in the 23-27 age group. The changes in distribution depicted for three five-yearintervals are based on the same assumptions.

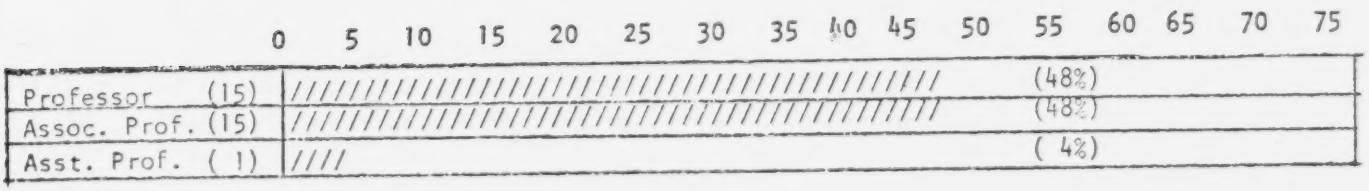
APPENDIX B
Exhibit 8, COLLEGE OF FOREST RESOURCES

Part 1. Profile of Faculty Ranks
a. Retirement at age 67

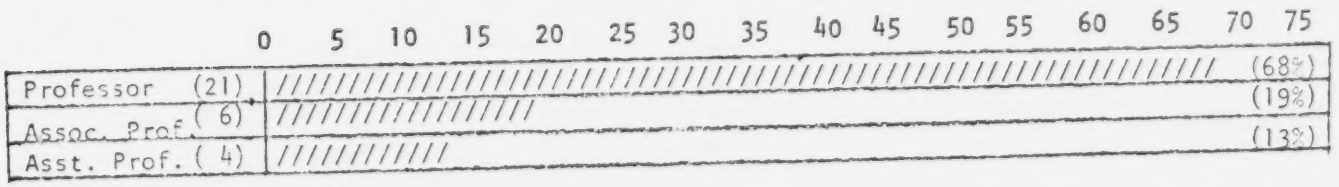
% of Total
1971-72



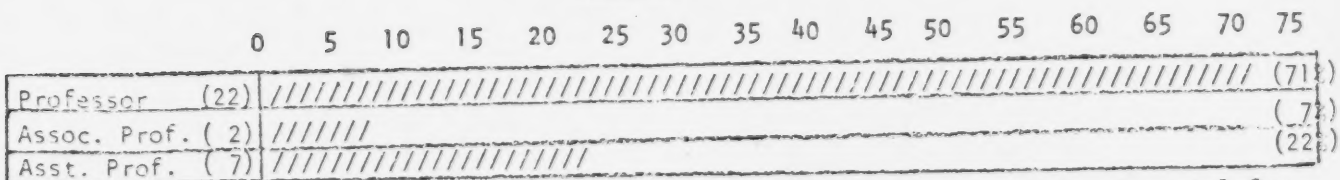
% of Total
1976-77



% of Total
1981-82



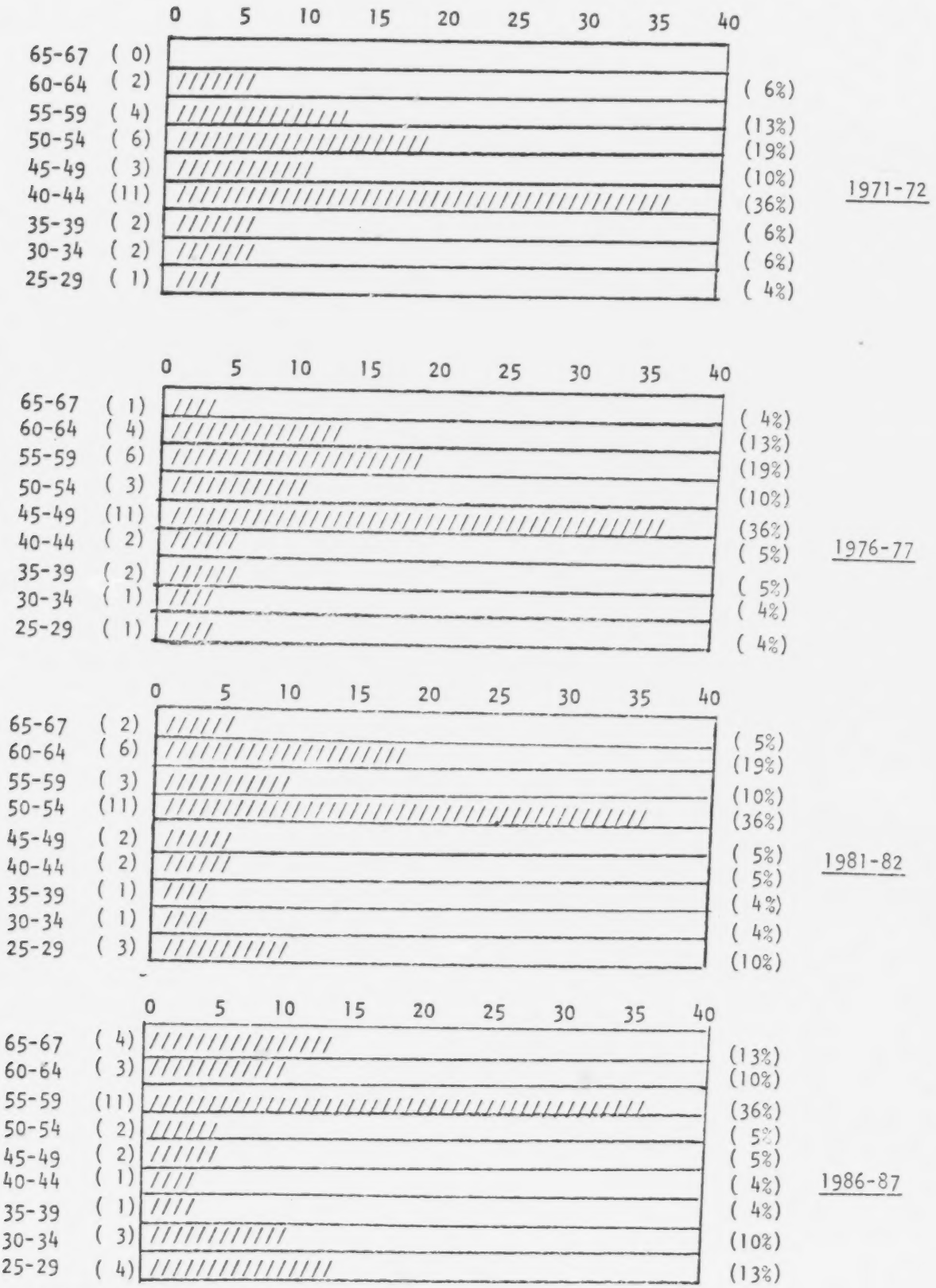
% of Total
1986-87



ASSUMPTIONS: 1) *retirement age 67*
2) *replacements at asst. prof. level*
3) *total faculty constant*
4) *promotions at 6-year interval for asst. to assoc. and 12-year interval for assoc. to prof. with all faculty being promotable.*

Exhibit 8, COLLEGE OF FOREST RESOURCES

Part 2. Profile of Faculty Age Distribution
a. Retirement at age 67

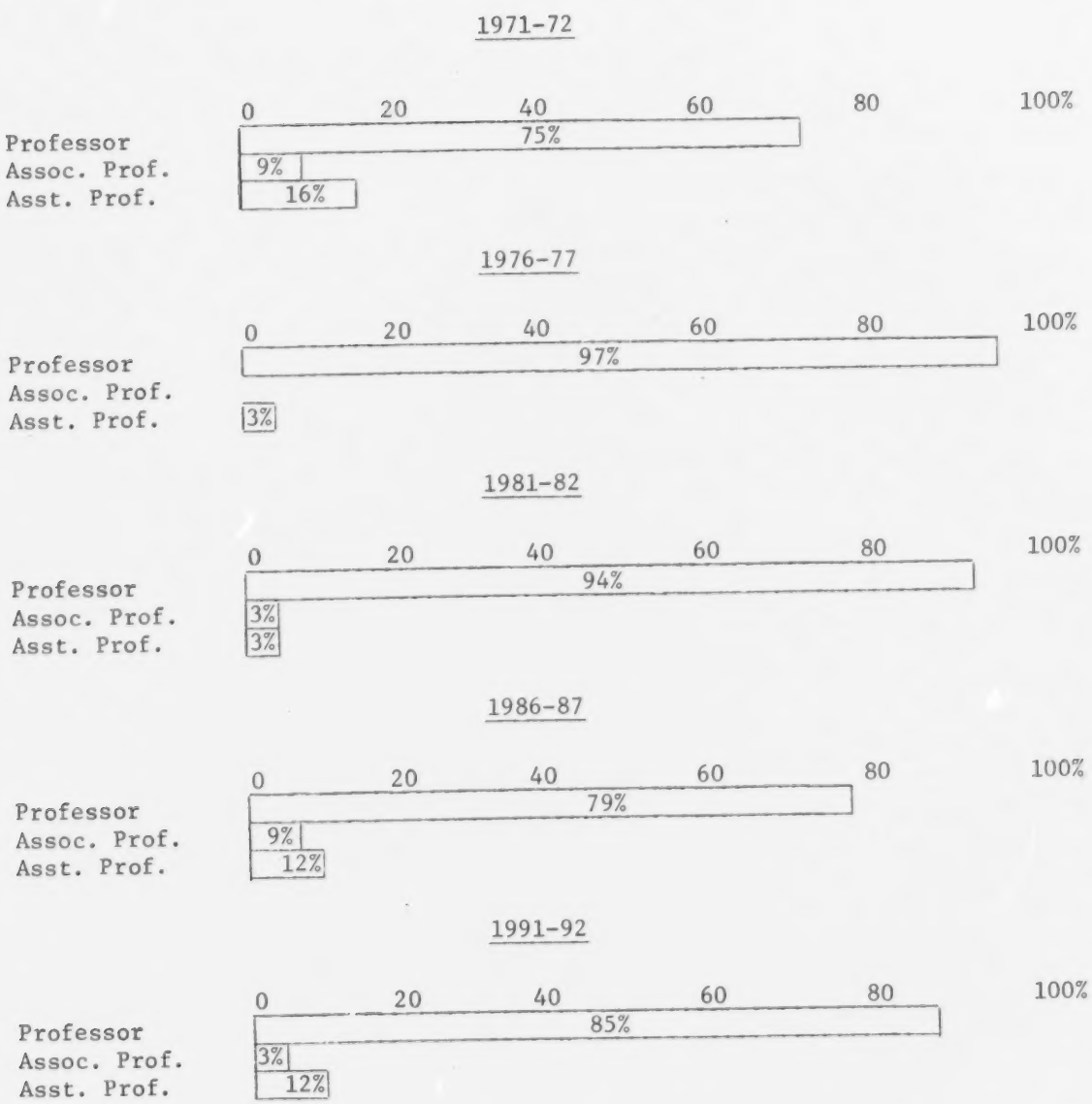


ASSUMPTIONS: 1) retirement at age 67 3) replacements in
2) faculty size constant 25-29 age group

APPENDIX B

Exhibit 8, SCHOOL OF LAW

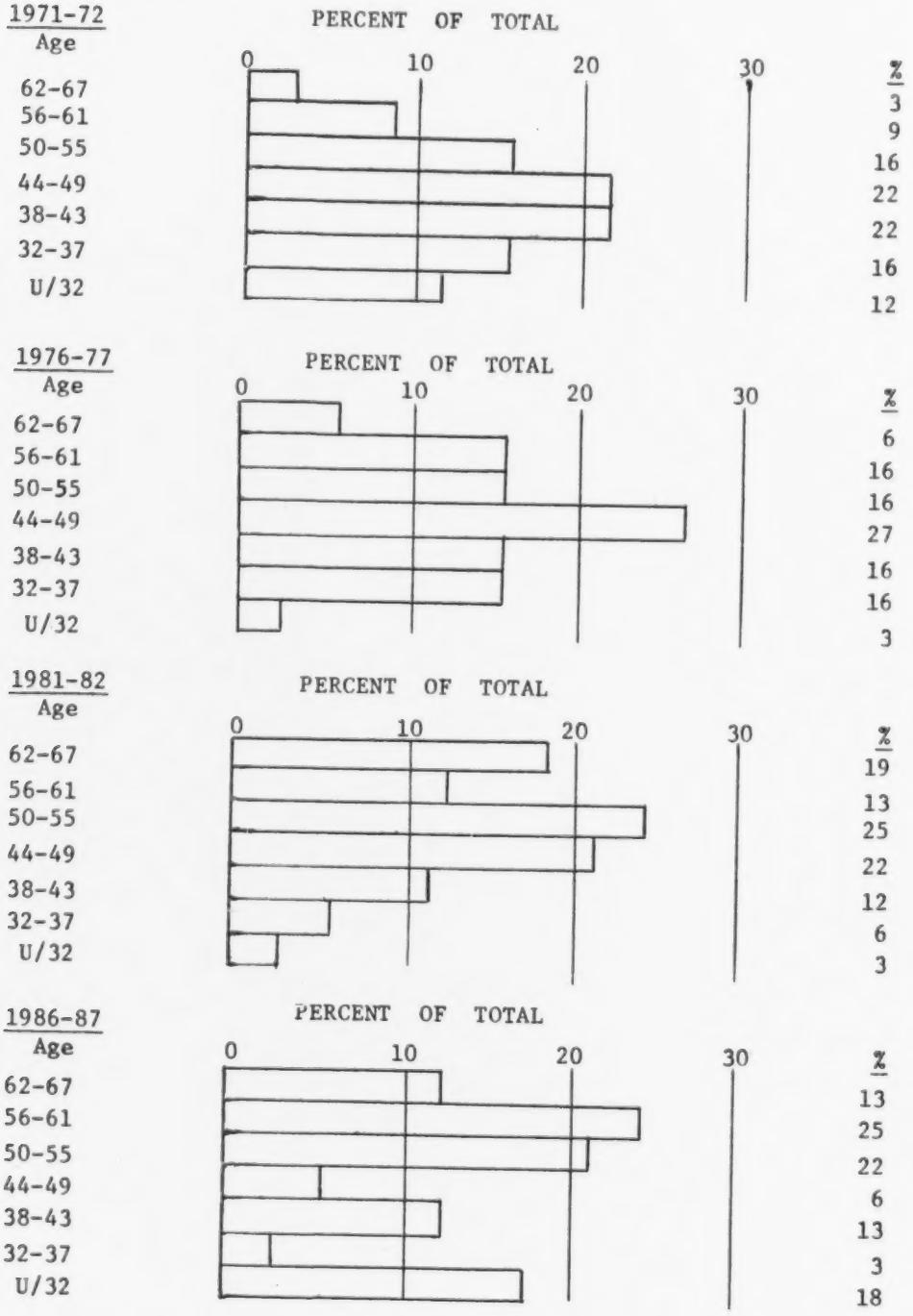
Part 1, Profile of Faculty Ranks



Assumptions:
(1) The total number of faculty will remain constant.
(2) Retirements at age 67 will be replaced at the assistant professor level.
(3) Promotions will continue at the current average rate of promotion for the group.
(4) Assistant professors and associate professors in the group will be promotable.

Exhibit 8, School of Law

Part 2, Profile of Faculty Age Distribution
(a) Retirement at Age 67



Assumption:

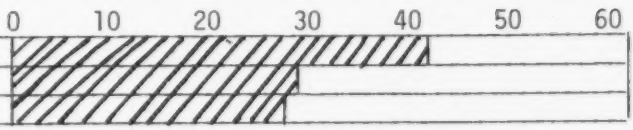
(1) Retirees will be replaced by faculty in the under 32 age group.

APPENDIX B

Exhibit 10, SCHOOL OF MEDICINE
Part 1, Profile of Faculty Ranks

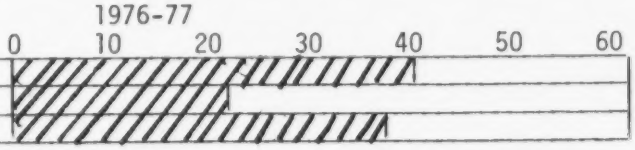
1971-72

Rank	% of Total
Professor	42 1/2
Assoc. Prof.	29 1/2
Other	28



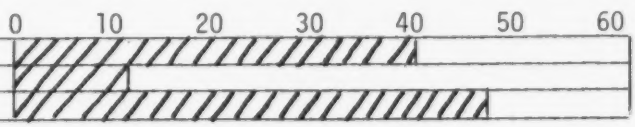
1976-77

Rank	% of Total
Professor	40 1/2
Assoc. Prof.	21 1/2
Other	38



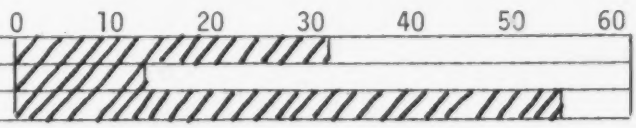
1981-82

Rank	% of Total
Professor	40 1/2
Assoc. Prof.	11
Other	48 1/2



1986-87

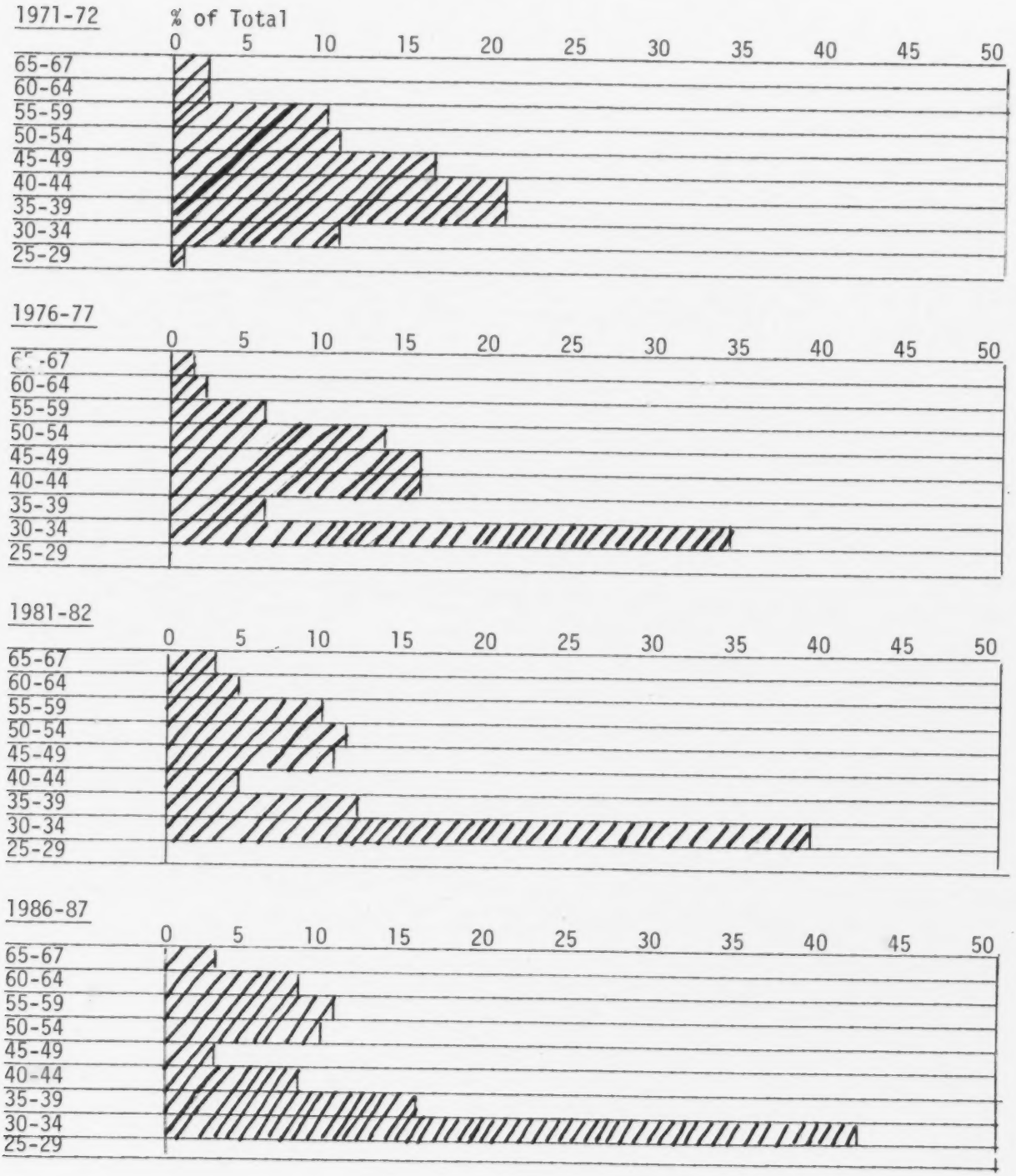
Rank	% of Total
Professor	30 1/2
Assoc. Prof.	14
Other	55 1/2



Assumptions:

1. Faculty will retire at age 67.
2. Replacements will be at the Asst. Professor level and new to the University.
3. That promotion will occur after 7 years to Associate Professor and after a total of twelve years to Professor.
4. That all faculty will be promotable.
5. That attrition in each rank will stay at the current rate (5% Prof & Assoc Prof; 18% other)
6. That total faculty will remain constant.

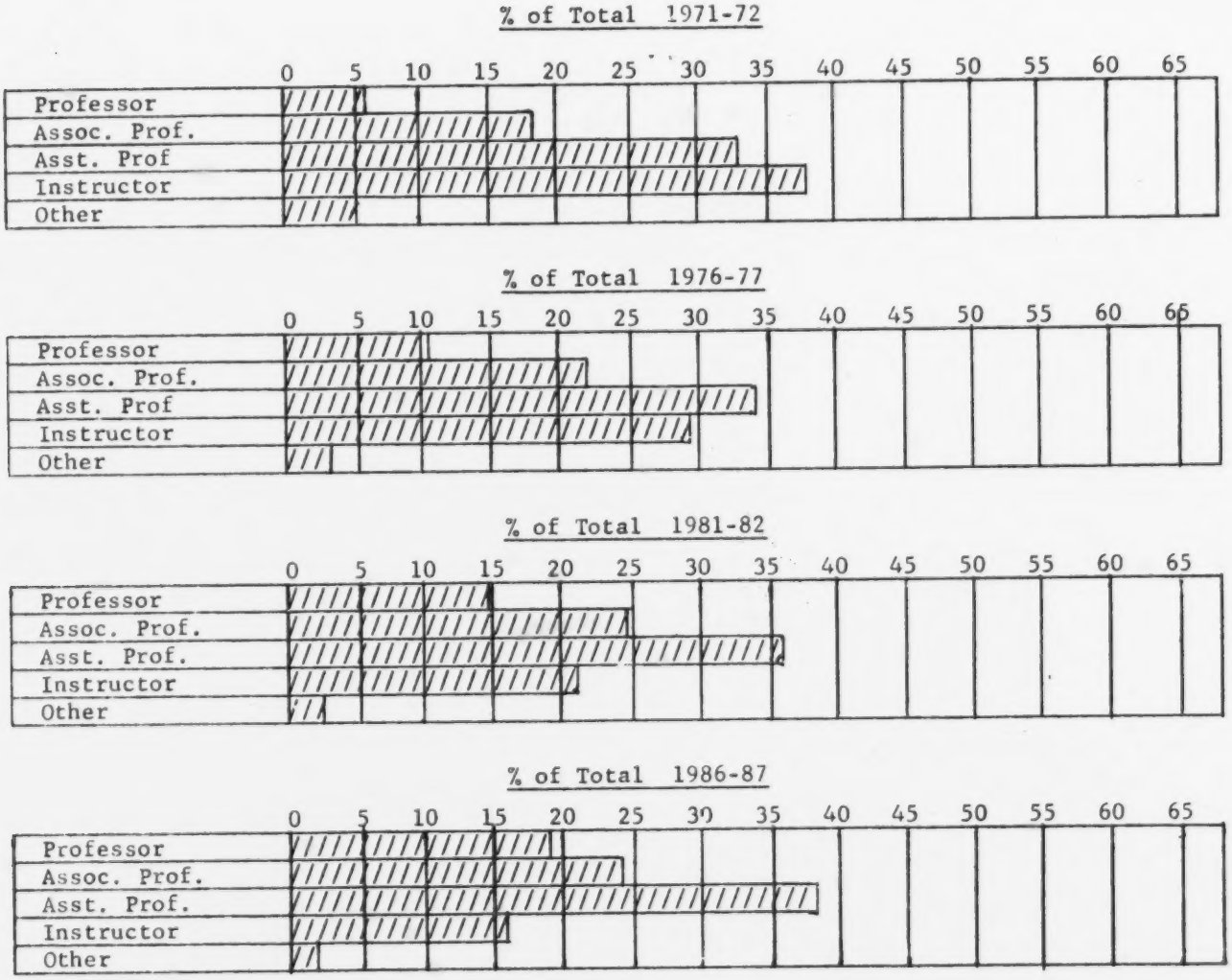
Exhibit 10, SCHOOL OF MEDICINE
Part 2, Profile of Faculty Age Distribution



Assume replacements at average age 30. All other assumptions same as on rank profile

APPENDIX B
Exhibit 9, SCHOOL OF NURSING

Part 1, Profile of Faculty Ranks
(a) Retirement at Age 67

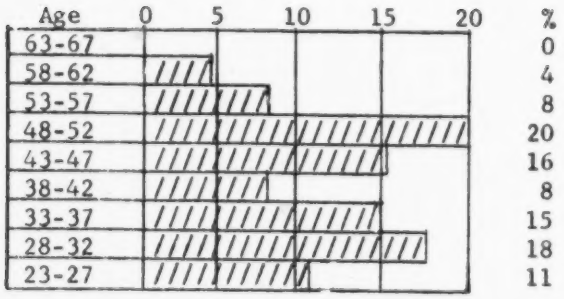


The graphs include actual distribution of 1971-72 regular faculty for the School of Nursing. The distributions within the three 5-year interval projections are based on the assumptions that total faculty head count will remain constant, promotions will continue at the current average rate and all replacements for retirement will be at the Assistant Professor level.

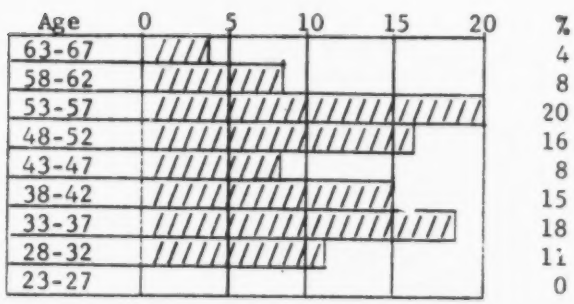
Exhibit 9, SCHOOL OF NURSING

Part 2, Profile of Faculty Age Distribution
(a) Retirement at Age 67

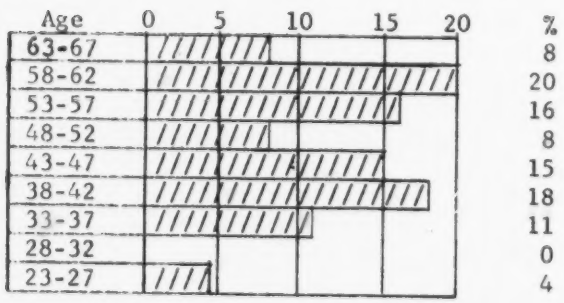
1971-72
% of Total



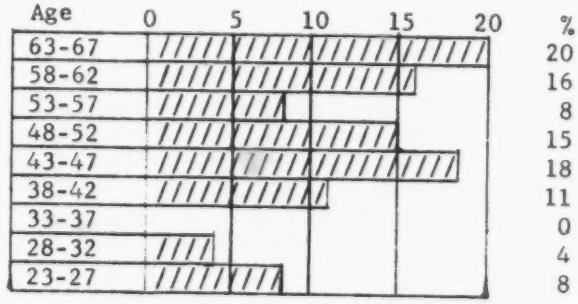
1976-77
% of Total



1981-82
% of Total



1986-87
% of Total



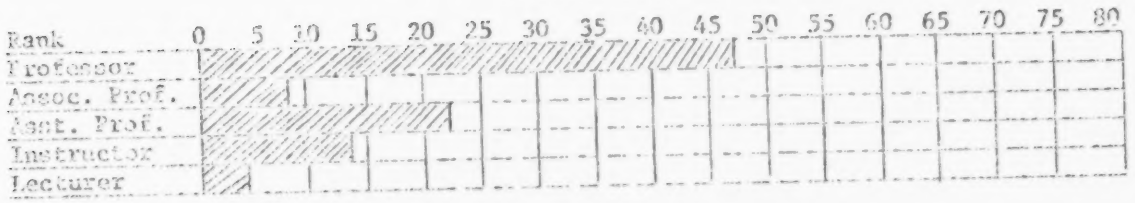
The graphs depict the age distribution of the regular teaching faculty as it would appear under the following assumptions: (1) the faculty will retire at age 67; (2) the retirees will be replaced by faculty in the 23-27 age group. The changes in distribution depicted for three five-year intervals are based on the same assumptions.

APPENDIX B

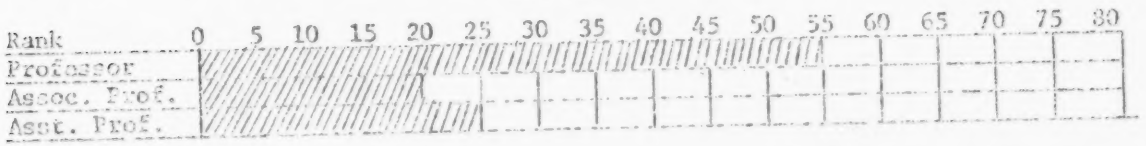
Exhibit 10, COLLEGE OF PHARMACY

Part 1, Profile of Faculty Ranks

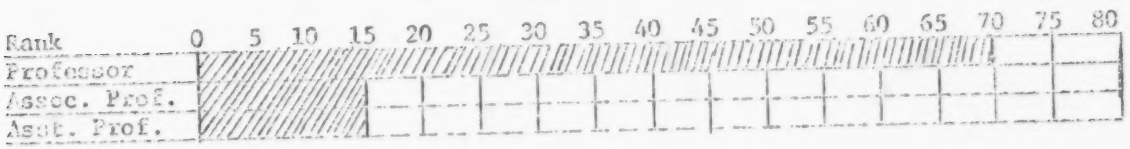
% of Total
1971-72



% of Total
1976-77



% of Total
1981-82



% of Total
1986-87

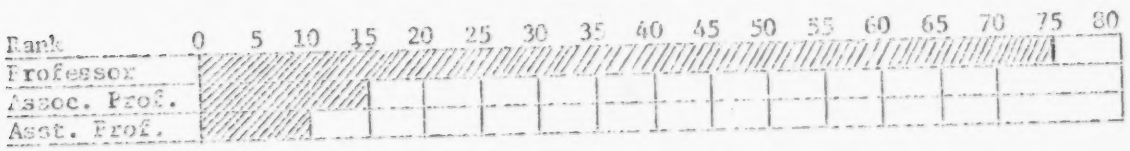
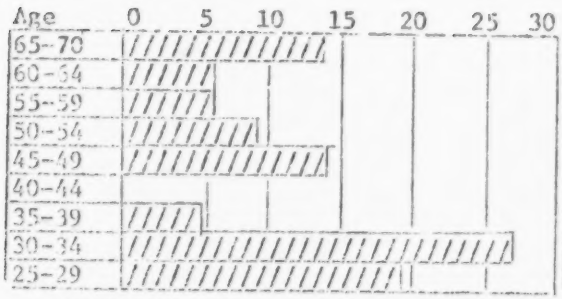


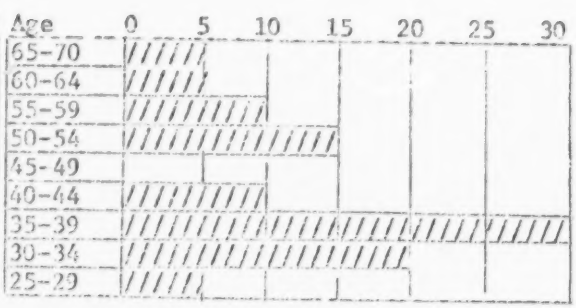
Exhibit 10, COLLEGE OF PHARMACY

Part 2, Profile of Faculty Age Distribution

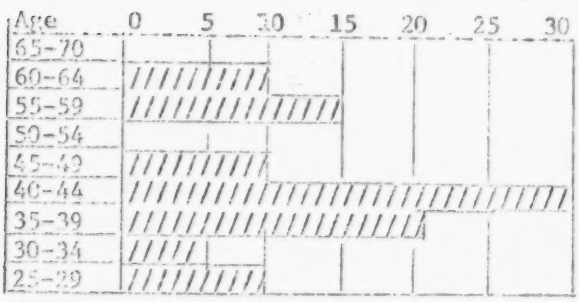
1971-72
% of Total



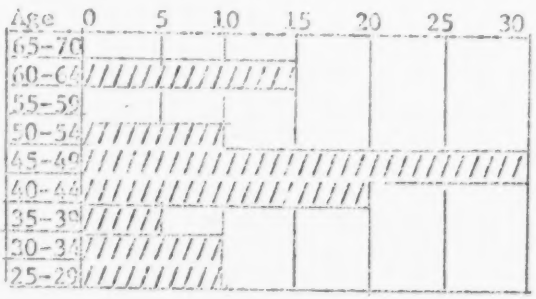
1976-77
% of Total



1981-82
% of Total



1986-87
% of Total

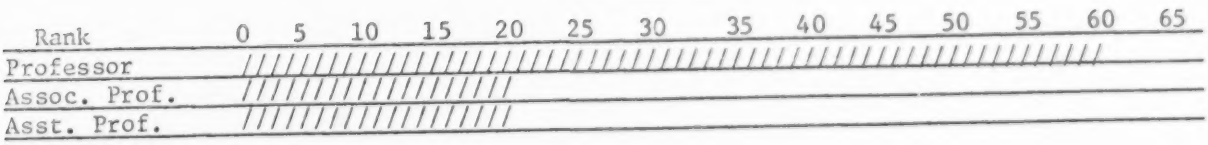


APPENDIX B

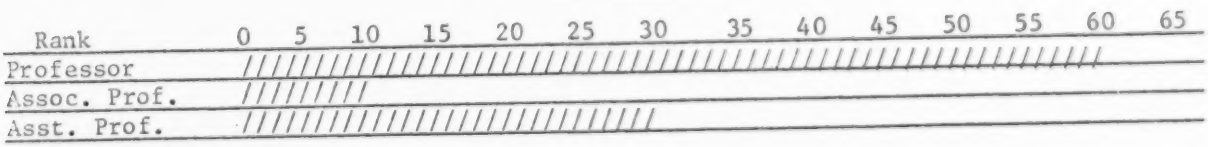
Exhibit 11, GRADUATE SCHOOL OF PUBLIC AFFAIRS

Part 1, Profile of Faculty Ranks
(a) Retirement at Age 67

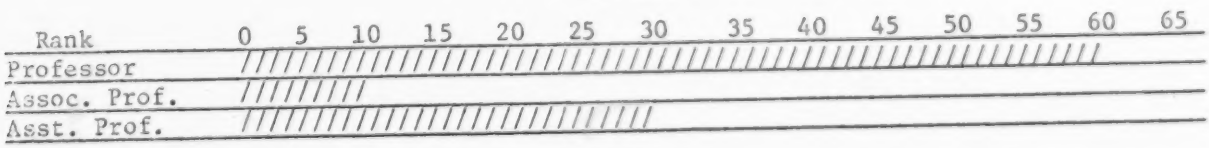
% of Total
1971-72



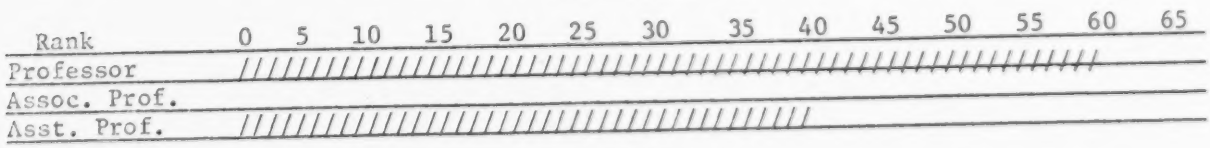
% of Total
1976-77



% of Total
1981-82



% of Total
1986-87



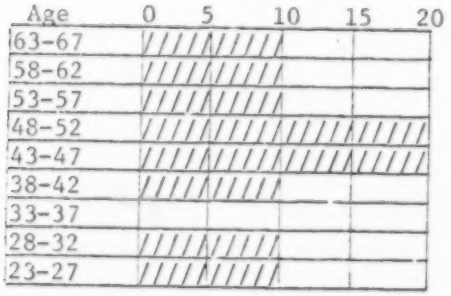
*The graph for 1971-72 depicts the actual distribution among ranks for this academic unit of the University. Changes in distributions depicted in the three five-year intervals shown are based on the following assumptions: (1) that the total number of faculty will remain constant; (2) that retirements will occur at the average age of 67, and that replacements for retirements and for normal attrition (other than retirement) in all ranks will be at the assistant professor level (or below, if appropriate); (3) that promotions will continue at the current average rate of promotion for the group; (4) that all faculty in the assistant and associate professor ranks in the group will be promotable.

Two comments should be made: (1) The size of the faculty is 10; (2) it is unlikely that it will be possible to replace faculty at the assistant professor level due to the professional expertise and governmental administrative experience required.

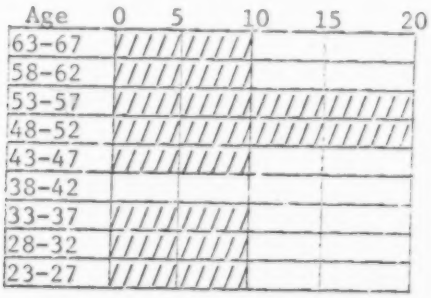
Exhibit 11, GRADUATE SCHOOL OF PUBLIC AFFAIRS

Part 2, Profile of Faculty Age Distribution
(a) Retirement at Age 67

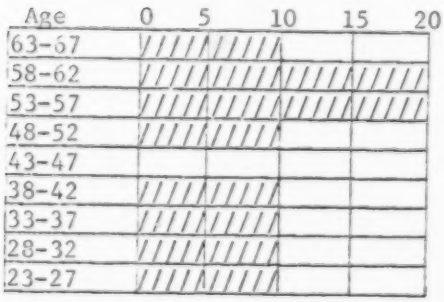
1971-72
% of Total



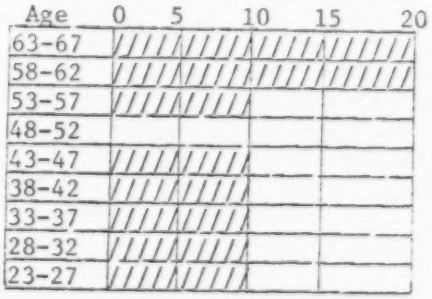
1976-77
% of Total



1981-82
% of Total



1986-87
% of Total



*The graphs depict the age distribution of the regular teaching faculty as it would appear under the following assumptions: (1) the faculty will retire at age 67; (2) the retirees will be replaced by faculty in the 23-27 age group. The changes in distribution depicted for three five-year intervals are based on the same assumptions.

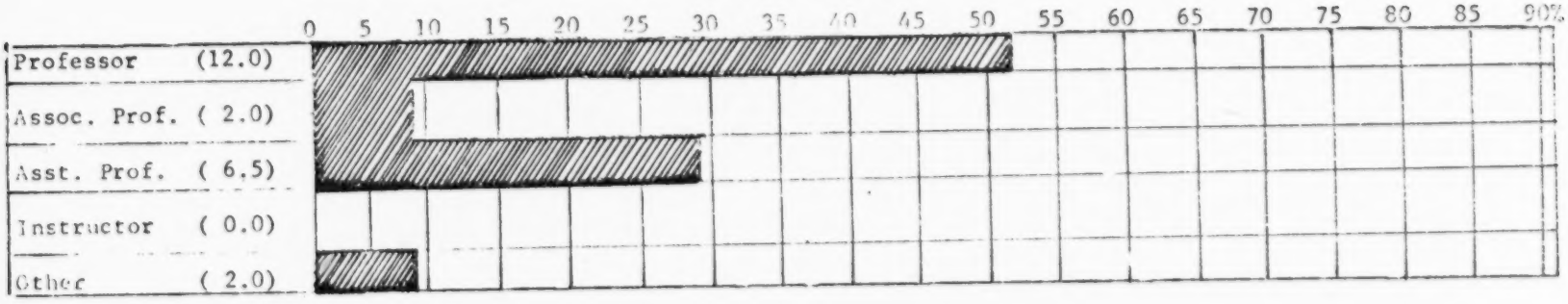
Two comments should be made: (1) The size of the faculty is 10; (2) it is unlikely that it will be possible to replace faculty at the assistant professor level due to the professional expertise and governmental administrative experience required.

APPENDIX B

Exhibit 12, SCHOOL OF PUBLIC HEALTH AND COMMUNITY MEDICINE

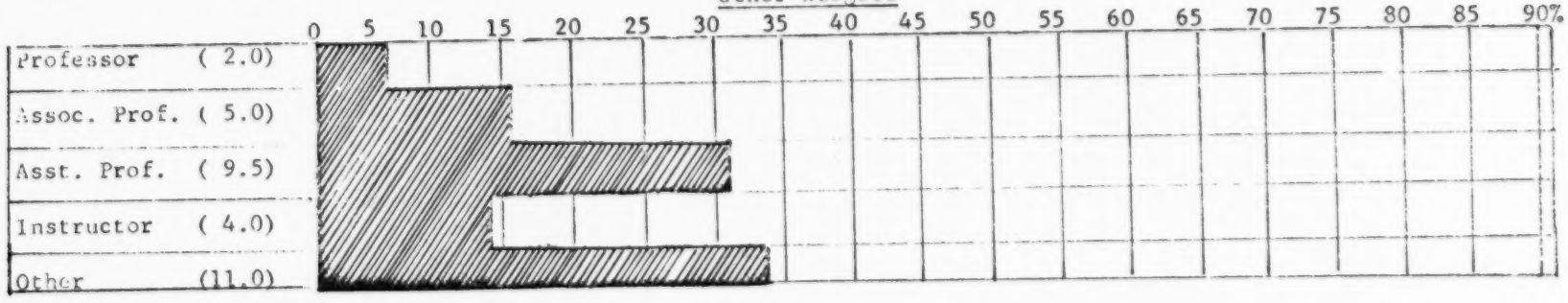
Part 1, Profile of Faculty Ranks
% of Total 1971-72

State Budgets



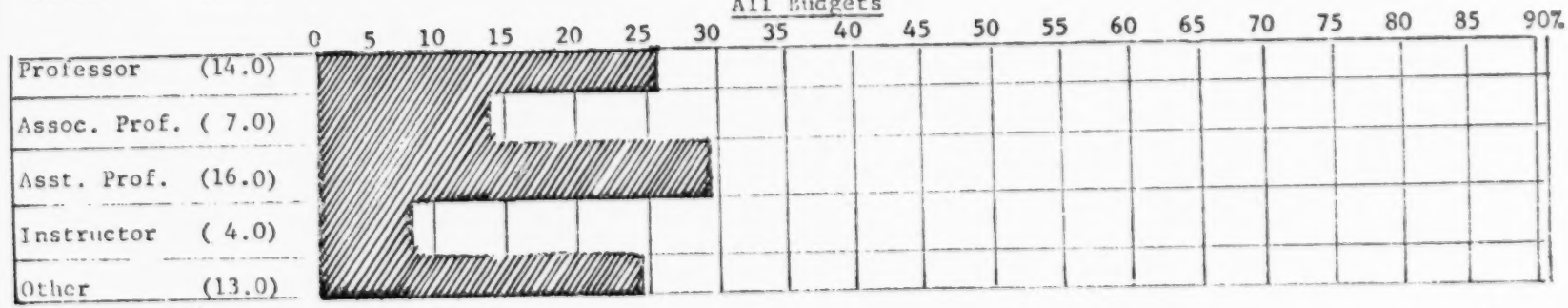
(Total 22.5)

Other Budgets



(Total (31.5)

All Budgets

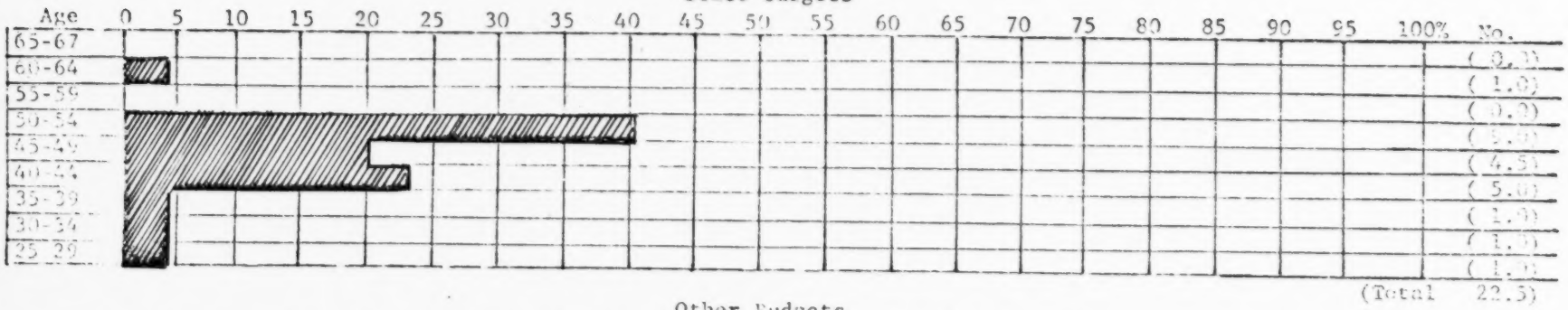


(Total 54.0)

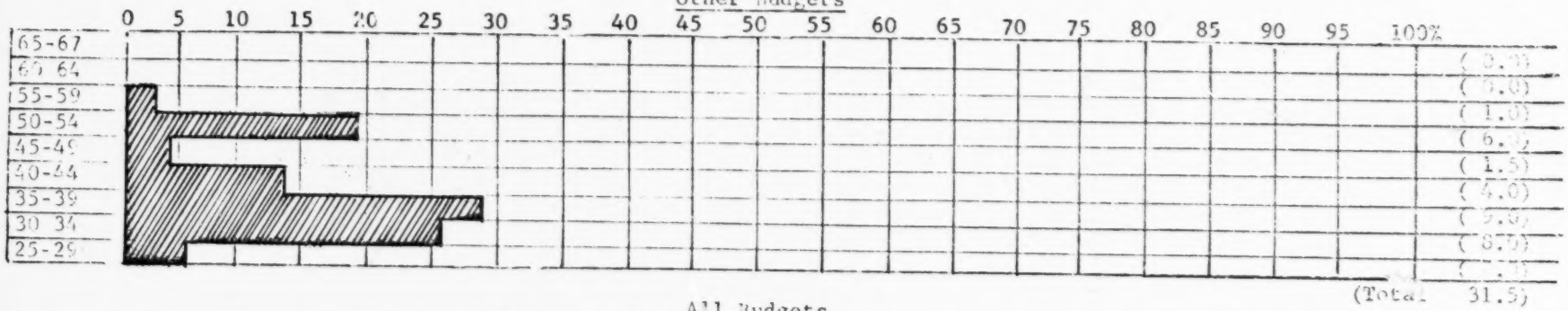
Exhibit 12, SCHOOL OF PUBLIC HEALTH AND COMMUNITY MEDICINE

Part 2, Profile of Faculty Age Distribution
% of Total 1971-72

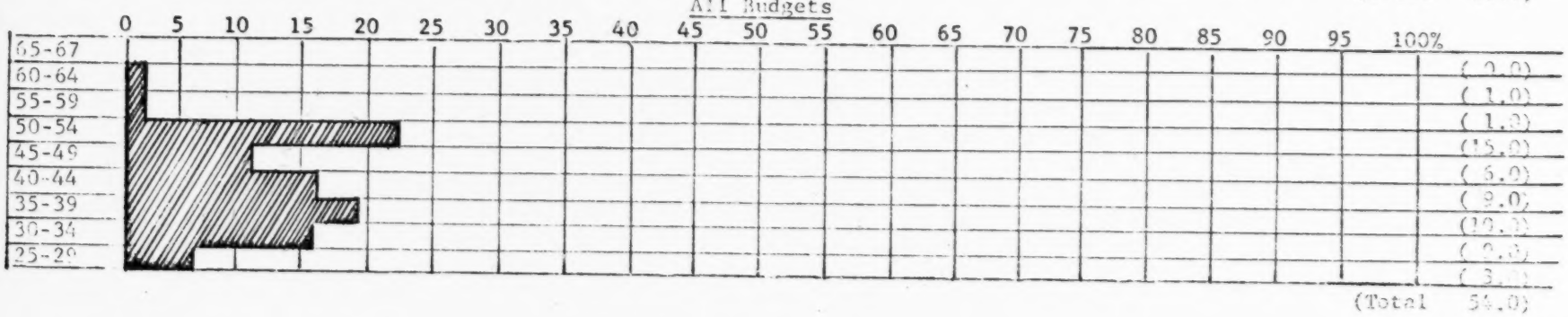
State Budgets



Other Budgets



All Budgets

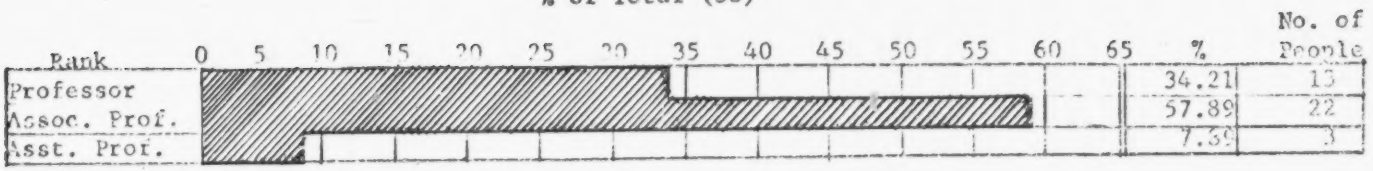


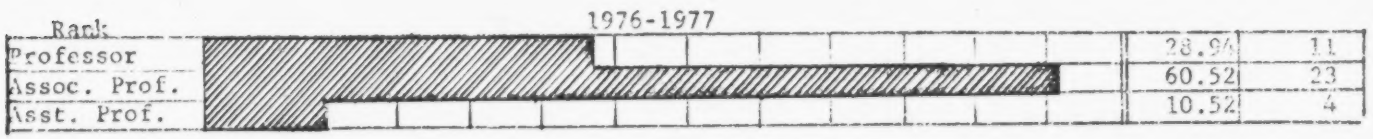
APPENDIX B

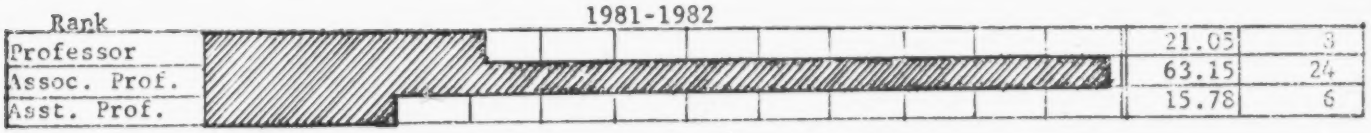
Exhibit 13, SCHOOL OF SOCIAL WORK

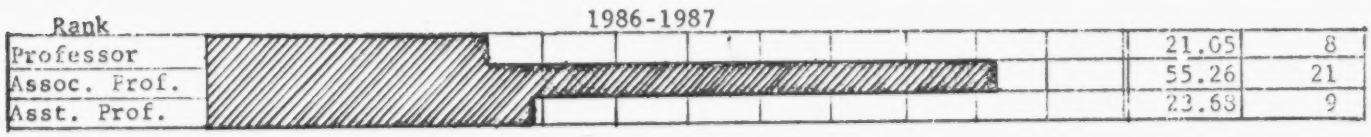
Part 1, Profile of Faculty Ranks

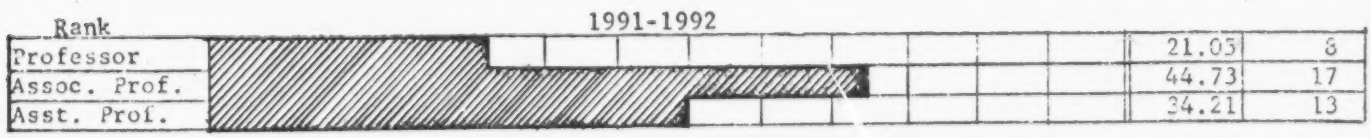
1971-1972
% of Total (38)

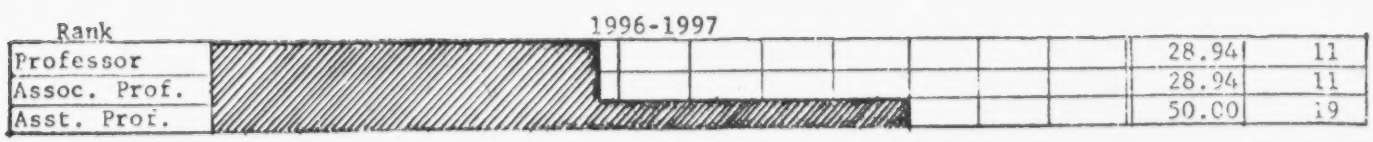












The above charts depict the distribution of the University faculty among the professional ranks for the current year and for four five-year intervals based on the following assumptions: (1) that the total number of faculty will remain constant; (2) that retirements at age 65 will be replaced at the assistant professor level; (3) that promotions will continue at the current average rate of promotion for the group; (4) that all faculty in the assistant and associate professor ranks in the group will be promotable. (Faculty in state budgeted positions only.)

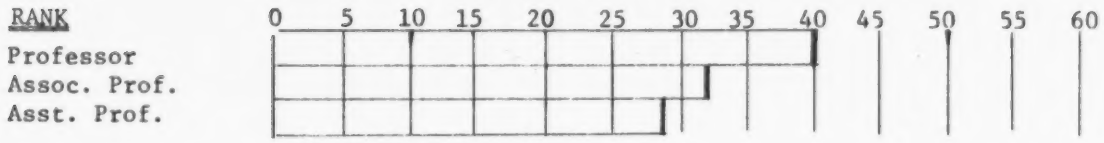
APPENDIX B

Exhibit 14, ACADEMIC PERSONNEL RECORDS

Part 1, Profile of Faculty Ranks

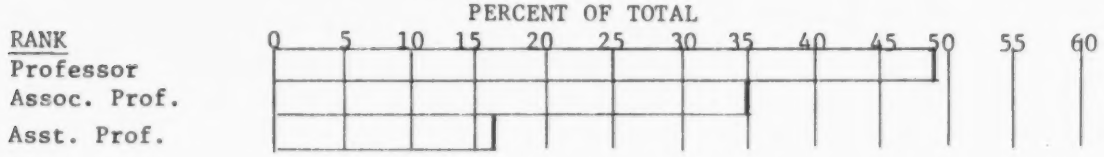
1971-72

PERCENT OF TOTAL



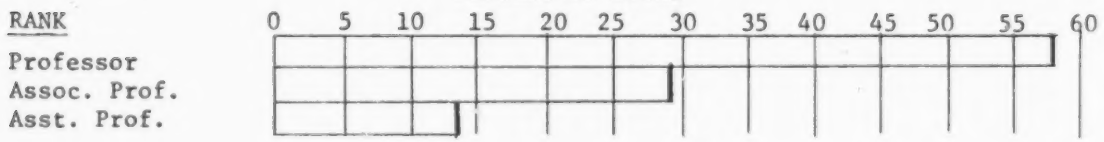
1976-77

PERCENT OF TOTAL



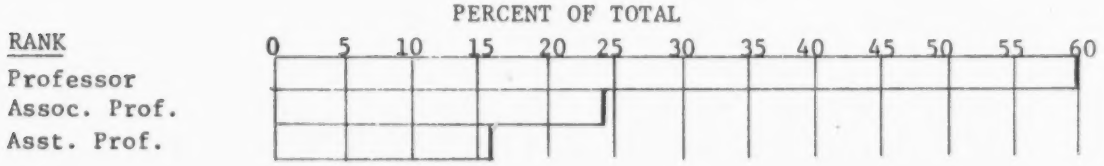
1981-82

PERCENT OF TOTAL



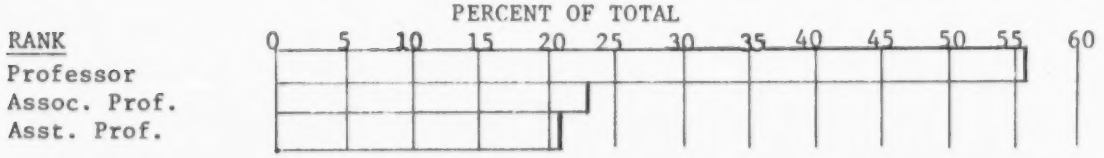
1986-87

PERCENT OF TOTAL



1991-92

PERCENT OF TOTAL

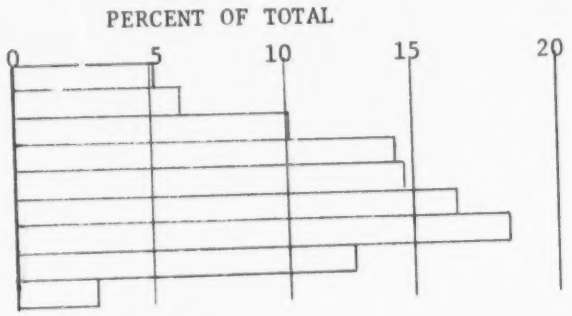


* The above charts depict the distribution of the University faculty among the professional ranks for the current year and for four five-year intervals based on the following assumptions: (1) that the total number of faculty will remain constant: (2) that retirements at age 67 will be replaced at the assistant professor level: (3) that promotions will continue at the current average rate of promotion for the group: (4) that all faculty in the assistant and associate professor ranks in the group will be promotable. (Faculty in state budgeted positions only.)

Exhibit 14, ACADEMIC PERSONNEL RECORDS

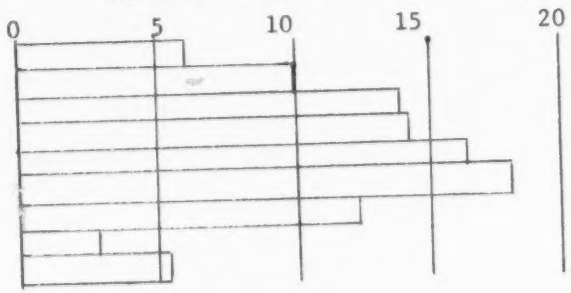
Part 2, Profile of Faculty Age Distribution

1971-72



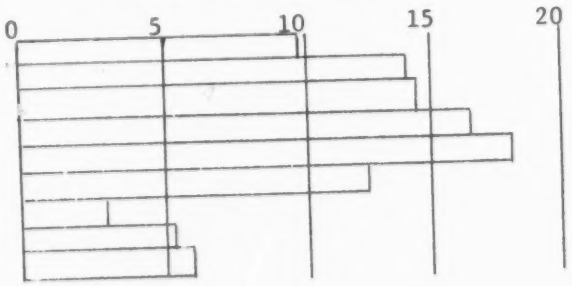
Age	%
63-67	5.26
58-62	6.01
53-57	10.06
48-52	14.05
43-47	14.21
38-42	16.28
33-37	18.09
28-32	12.40
23-27	2.76

1976-77



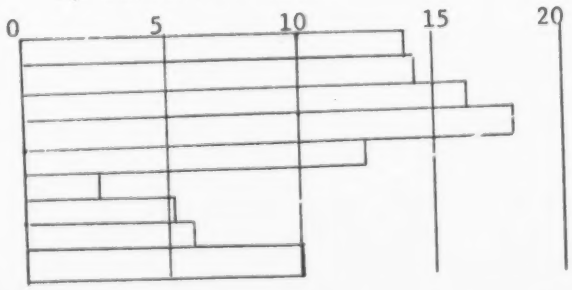
Age	%
63-67	6.01
58-62	10.06
53-57	14.05
48-52	14.21
43-47	16.28
38-42	18.09
33-37	12.40
28-32	2.76
23-27	5.26

1981-82



Age	%
63-67	10.06
58-62	14.05
53-57	14.21
48-52	16.28
43-47	18.09
38-42	12.40
33-37	2.76
28-32	5.26
23-27	6.01

1986-87



Age	%
63-67	14.05
58-62	14.21
53-57	16.28
48-52	18.09
43-47	12.40
38-42	2.76
33-37	5.26
28-32	6.01
23-27	10.06

* The graphs depict the age distribution of the regular teaching faculty as it would appear under the following assumptions: (1) the faculty will retire at age 67: (2) the retirees will be replaced by faculty in the 23-27 age group. The changes in distribution depicted for three five-year intervals are based on the same assumptions.

APPENDIX C: Some Retirement Considerations

Prepared by David E. Williams
Director, Personnel Services

Some Retirement Considerations

At the present time the University's mandatory retirement age of 70 is the highest retirement age at any of the state's other four-year institutions. Furthermore, until at least recently, the general provisions of the retirement system, coupled with the present faculty appointment and tenure provisions, have been such as to encourage individuals to remain with the University until the mandatory age has been reached.

While recognizing that lowering the mandatory age will not necessarily solve a number of the special career planning problems now associated with the present age of 70, it does appear to be clear that a lower age, or provisions which would encourage earlier retirement, could provide a certain margin of difference which would increase the flexibility within each college and school.

The following summarizes the present distribution by age of individuals participating in the TIAA-CREF retirement system. Of the total number of 2,548 participants, approximately 2,100 are faculty members with the balance being administrative and research personnel exempt from Civil Service. However, the percentage of distribution by age can be presumed to be essentially the same for both the faculty and nonfaculty participants.

Age	Number of Participants	Percent of Total
29 and under	133	6
30-34	402	16
35-39	443	18
40-44	430	16
45-49	363	14
50-54	320	13
55-59	212	8
60-64	149	6
65-70	86	3
Total	2,548	100%

Prospects for Early Retirement within the Present System

As indicated above, the present retirement system essentially encourages faculty members, given continued good health, to remain with the institution until the maximum retirement age. Neither present legislation nor Regents' rules allow for any enchancement of retirement income at an earlier age, even though one might demonstrate that potential savings could be achieved through the earlier retirement of a senior faculty member, and a subsequent appointment of an individual at a junior salary.

In spite of these present limitations for an earlier retirement age, there nevertheless appears to be a prevailing mood among an increasing number of faculty toward an earlier retirement. For example, the number of 1972 faculty retirees increased to 36 as compared to the 23 individuals who retired in 1971, with a corresponding reduction from the average age of 68 for 1971 retirees to an average age of 67 this year. It should also be noted that several individuals who retired this year did so in order to take advantage of a recent amendment to the Retirement Rules for retirement at age 62 but with an actuarially reduced supplement.

Prospects for Enhancing Early Retirement in the Future

Perhaps the most significant prospects for enhancing earlier retirement in the future will result from the implementation of a number of retirement improvement possibilities now under review as a result of a recently completed actuarial study of the retirement systems of the University of Washington and Washington State University. Among the principal improvements now being considered by the Regents of both institutions is the establishment of a higher retirement income guarantee equivalent to 50 percent of the average salary of the highest two consecutive years of service versus the present retirement guarantee of 50 percent of the average salary of the last ten years of full-time service. Such a change could increase the potential retirement income for persons now age 65 or greater by as much as 10-15 percent annually.

Other improvements also under consideration include the following:

- Allow a participant at age 50 regardless of the date of entry into the system to increase his or her contribution (to be matched by the institution) from the present 7½ level to 10 percent. Such an increase in contributions would help to insure a higher base of total accumulation and should serve as an incentive to consider an earlier retirement than would otherwise be the case.

- Secure legislation which would allow retirement at age 62 without any actuarial reduction of the supplement.

- Secure legislation which would enable a participant to be eligible to receive a retirement annuity including supplementation on a pro-rata basis upon reducing his or her employment to less than full time.

- Establish age 65 as the mandatory retirement age for all new faculty members.